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A MODEL: AN ORGANIZATION THAT FOSTERS INTERNAL MOTIVATION

A Systems Perspective

by  
Sheila A. Barber

A thesis submitted to the  
Faculty of the School of Food, Hotel and Travel Management  
at  
Rochester Institute of Technology  
in partial fulfillment of the requirements  
for the degree  
of  
Master of Science

October, 1995

**ROCHESTER INSTITUTE OF TECHNOLOGY**  
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Department of Graduate Studies

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## Abstract: An organization that Fosters Internal Motivation

This thesis provides a model of an organization that can maintain a continuous level of employee internal motivation. It does this by comparing the current situation with a model of a new conceptualization. It then compares the current situation and the modeled perspective to decipher what gaps are preventing the model from being implemented. From here it defines action strategies that can be used to eliminate the gaps and make it a baseline to structure the model so that the tasks completed and the organization are able to enhance the members internal motivation.

The model begins with motivated leaders and their vision of providing an environment that fosters internal motivation and will lead to quality service behavior. The vision and the culture of the organization become working elements of the organization. The organizations employees become members of the team. The team develops into a self managed team. They are empowered to make decisions and implement improvement programs. The team members are a part of a continuously learning environment. Once they have matured in the team, their empowerment helps to create an informational environment where they have the ability to find some resources on their own. The leaders provide team members with changes and the resources to implement their programs. The leaders also act as control agents and a source of feedback for the team members. When these elements are combined they provide a new conceptualization of an organization that fosters internal motivation.

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## INTRODUCTION

Systematically, it seems that an organization as a whole would benefit if management could redesign the structure and environment of the organization keeping in mind an end result of maintaining their employees internal motivation. How an organization is structured and the way that people are allowed to behave within the organization has an major effect on the employees internal motivation.

*For example, a small hotel had a change of ownership and this changed everything. The original general manager of the property was open minded, had trust in his employees, and empowered them. Many of the employees had been there for years, because they were a team and were happy working there. In August, the new owners had moved into the hotel. The new owners had downsized considerably to cut costs. The strongly beleived that payroll was highest expense continuously tried to decrease it. They had dismissed about one third of the employees and delegated the remaining responsiblities to rest of the employees. The owners also rehired the employees and decreased their wages. The employees had tired quickly because the work load was much larger than ever before and job security was always on their minds. When I was first hired, my position was front desk supervisor. When the new owners arrived I began wearing many other hats. My duties now included: front desk supervisor, sales director, the accounts receivable and payable department, payroll clerk, and housekeeping*

*supervisor. Seven sixteen hours days were not enough to get the job done. With my list of duties you can understand the stress the other employees were feeling because their list of job duties was just as long. The employees were aggravated and tired. They were not empowered any longer because the owners would always question and change the employees decisions. After a short time, they just stopped making decisions on their own for fear of being dismissed. The employees were not happy and their internal motivation was lost. Employee incentives and individual recognition did not help moral. The employees motivation was lost because the new owners created a culture tightly structured around completing as much work as possible with the smallest staff. As you can see the the turnover ratio increased dramatically. After six months I also had to leave because I was still attending school and had no time to complete my own work. In this case, just a change in management had changed the whole environment of the hotel from a team oriented atmosphere to a culture where all of the employees feel threatened and are unhappy.*

The structure of an organization needs to be focused on the front line employees. At the same time, the environment that expresses the organizational structure, also needs to compliment the forces that foster employee internal motivation. The purpose of this study is for us to think about employee motivation from a different perspective. Instead of continuing to develop new motivational tools to motivate employees,



management should redesign their organization to allow for the employees internal motivation to develop on its own.

This study will create a new conceptualization of the front line environment in the hospitality industry that will foster internal motivation.

Richard Hackman and Greg Oldham have created the Job Characteristics Model that is based on the assumption that "motivation to work may actually have more to do with how tasks are designed and managed than with the personal disposition of the people who do them." (Hackman and Oldham, 1971). The study will use this model because it has been proven to promote internal motivation for enriched jobs. Front line positions are not considered enriched jobs. The Job Characteristics Model shows how to restructure the tasks of the job so that they are internally motivating for the individual.

## METHODOLOGY

The methodology of the study will follow a variation of the "soft systems thinking" format developed by Checkland in 1981. The overall procedure can be defined as systemic action research. Checkland defines it as "a systems methodology for real-world problem-solving which has emerged from a programme of action research. The methodology makes careful distinction between action in the real world and the implications of taking particular views of the problem situation." (Checkland, 1981) Checkland describes the differences from real world and the problem situation

in stages. The framework for this thesis will be to develop the action of the real world in chapters 1, and 2. Chapters 3, 4, and 5 will incorporate systems models to view the problem situation and form the conceptual arena.

The underlying framework of the thesis will be to answer the following questions:

1. What is the current situation in the hospitality industry that prevents the front line personnel from being internally motivated to work on a continuous basis?
2. What are the new concepts that could be utilized in the front line environment of the hospitality industry that will be useful to enhance the internal motivation of the employees?
3. What will the new organization look like utilizing the new concepts so that it will increase and maintain its employees internal motivation?
4. What are the gaps between the current situation and the new conceptualized model?
5. What action strategies can be developed to eliminate the gaps in the model of the new conceptualization? How can the action strategies be implemented into the new conceptualization which will make it a realistic working model of an organization that fosters internal motivation?

In order for a new conceptualization to be developed an extensive literary examination of the key core job characteristics that have been defined by Hackman and Oldham in their Job Characteristics Model

(JCM) will be researched. This model will be used as a benchmark to uncover the dimensions for the new model. The study will focus on the job characteristics that effect an individuals internal motivation as components for the model. Based on this research it is projected that further characteristics will surface from the original job dimensions cited in the job characteristics model. From here it will explore new concepts of organizational design and employee motivation. An important assumption to note is that the study will focus on the structure and environment of the service industry as forces that affect employees internal motivation. If an environment can be developed that will allow for a variety of motivational desires to aspire then an optimal amount of internal motivation may occur for the majority of individuals in the hospitality industry.

The current situation of the industry will be reviewed in chapter one. Chapter two will discuss the new characteristics that can foster employee internal motivation in the hospitality industry. These two chapters are the action in the "real world". The third chapter will develop the new conceptualization. It will be a model of the ideal environment encompassing the relationships of the new concepts that will be discussed from the research in chapter two. It will also include a description of the topics that were researched. "It may be described in terms of its 'state' by describing the elements which comprise it, their current condition, their relationships with external elements which affect the system, and the condition of those external

elements." (Checkland, 1981)

The end result of the Job Characteristics Model is fostering internal motivation in the hospitality industry. This conflicts with the current situation of the front line environment. It is difficult to develop and maintain a high level of internal motivation in an organization that is not structured with the front line employees as important aspects of the organization. These concepts create a conflict between what is currently happening in the hospitality industry and what could be happening based on the new topics that will be researched. These conflicts can be viewed as gaps.

Before a the new conceptualization can be implemented the gaps that prevent it from working need to be developed. Chapter four will identify the gaps and provide alternatives to eliminating them. The gaps will become obvious while the current situation outlined in chapter one is compared with the new concepts of chapter two. They will be developed as reasons why the modeled perspective is not applicable within the boundaries of the current situation. Once the boundaries of these gaps are clearly defined, alternatives for eliminating the gaps will be discussed.

The final chapter will create action strategies for developing a new model. It will include the alternatives that were chosen for eliminating the gaps that deter it from working in the current situation. This will result in a new conceptualization of an organization that will be a structured to increase and maintain a continuous level of employee internal motivation.

There are three main procedural assumptions that should be stated at this time. The first, is that by completing a document analysis on a combination of behaviors and theories the original authors bias toward each subject will be easily noticed. In order to overcome this dilemma a variety of authors on each topic will be researched. The second assumption is my own personal bias. I have worked in the hospitality industry for 6 years and have developed my own preferences of leadership styles and organization structures. The third assumption deals with the job dimensions researched. It should be made clear that the Job Characteristics Model will be used as a benchmark to research the current situation and through these dimensions uncover the new concepts for the model.

## CHAPTER ONE

Customer service is just one component of the service industry that has been and will continue to be important. For many companies it has become their competitive edge. There is a key component to providing exceptional customer service that is often neglected. Management does not always recognize the importance of keeping their front line employees motivated and satisfied in the work place. Front line employees are the people who are communicating directly with the customers. Organizations must always remember that their front line employees are one of their biggest assets. If employees are happy, customers are happy. As many times as we have heard this statement being made, and as simple as it may seem, it may be the most difficult task for an organization to accomplish continuously.

It seems that any type of change an organization goes through will effect the employees motivation and overall morale in some way. A change in management can completely sabotage or increase employee motivation immediately. Even the daily change in co-workers moods can increase or decrease the overall level of motivation. At the front line, the

employees level of motivation can change when they come into contact with each customer. All of this change creates stress within each individual which can prevent them from being satisfied with their job and be quality conscious.

A major aspect that is being realized is that there is not one basic management style for all industries. Service industries are so diversified now that their growth depends on its leaders to veer away from the traditional style of management and develop a new frame of mind. Individual organizations need to develop a style unique to their needs. One that matches the type of service they provide and is aligned with its major vision and goals.

The hospitality industry is a different type of business. It is not one that produces a tangible product that an individual can touch and actually see its quality. Service is an intangible product. It is an experience that is created. It is a combination of the talents of many different people. The amount of effort each employee puts into their daily work measures the quality of the service experience. It can also predict the level of satisfaction that the customer will experience and remember. In the ideal situation, everyones hard work will have exceeded the expectations of the customers so they are more than just satisfied, will tell all of their friends, and return.

It is difficult for the people that produce the experience to be continuously motivated. It is difficult to appreciate a job when you can not see the finished product. If a supervisor gives an employee a checklist of

items to complete that do not have significance to the individual their job satisfaction is low, The employees performance completing that checklist will be poor. It is difficult for employees to develop self confidence from an accomplishment when they do the same thing every day. The employees will not be able to develop a sense of pride from completing a task that someone told you to do.

The current structure of the organization is another obstacle preventing an increase in internal motivation of front line employees. Presently, organizations are divided into departments. Each department acts as a subsystem of the whole organization with its own existing structure and set of goals. For example, in a small hotel, there may be five separate departments. While each employee may think they are a member of one large team, the hotel, they are also a member of a smaller team, their individual department. It seems that in extreme times, times of conflict or success, the subsystems act as a part of the whole system, working toward the vision of providing quality service. At the same time, everyone is concentrating on reaching their individual departments assigned goal. The sales manager may need to raise the average daily rate, while housekeeping needs to decrease the number of defects in every room, and the front desk has to perfect their sales call ability. While they are doing this the general manager has to keep the budget below a certain level. In the broadest sense, these are all relevant, measurable and reachable goals to improve quality service. At any given



time, any one of these goals conflict with the operation of another departments goal. When departments are having difficulty reaching their goal the employees begin to blame each other for not working hard enough. This conflict causes frustration between the relationships of the department members and different departments. When this happens they simply forget the vision and only look toward achieving their own goals or are not motivated to work at all. This frustration causes the morale of the whole organization to decrease. It causes the quality of the work to go down and the customer satisfaction to ultimately decrease.

In the current situation of the front line environment a consistent level of internal motivation is difficult to achieve. Front line employees are trained to go "above and beyond" to provide quality service for the customers of the organization. It may be a simple task for management to develop a written philosophy and provide a motivational seminar for employees to initially buy into the quality service vision. This is not enough. Just having the employees buy into the "quality service behavior vision" can only be maintained for so long. Management can not just go on to their next topic of concentration. Once the employees are excited about service it is the responsibility of everyone, from management right down to the front line, to continue the motivational effort.

A problem situation at the front line deals with the job description. Tasks that are completed by front line personnel usually do not

rely on internal motivation of the employee. They are told what to do and then they do it. A commonality of the hospitality industry today is that front line positions are highly structured, supervised, and leave little room for autonomy. For example, the majority of employees in a hotel are front line employees holding positions in housekeeping, maintenance, and at the front desk. The property that I am currently working at uses checklists as reminders to the employees of what tasks need to be completed. In most cases, tasks are assigned to employees and there is a specific process in which these tasks must be completed. The tasks that are completed are usually routine and monotonous. While the employees have to complete these tasks they also have to be quality conscious of their behavior with all of the guests. It is difficult to maintain a positive attitude at all times when you are working on a task that is not internally motivating.

Currently, some organizations in the hospitality do not dedicate a significant amount of time to recruitment and training. Management does not establish a selection process that includes identifying people that will “fit in” with the existing employees and have a service attitude. In the worst case scenario management does not recruit the appropriate people. They just hire a person because they need someone to do the job. The person is trained on how to complete the tasks and they are put to work. Some managers think that they can just train anyone to do the job. These acts usually result in poor performance and high turnover.

Turnover and attendance has been a problem in the hospitality industry for so long that management does not appreciate the front line positions as much as they should. There is no prestige in providing a quality service, because the front line jobs are not regarded as important positions. They are at the bottom of the hierarchical ladder and are usually minimum wage positions. Based on these perceptions alone, tasks that are completed in front line positions are usually not internally motivating.

Another current problem relates to the perception management has of the front line employees role in the organization. Presently, they are perceived to be at the bottom of the hierarchical ladder. They do all the work of creating the experience and are in constant contact with the customers. Organizations in the hospitality industry do not realize the importance of recognizing the individuality of their employees. This recognition is needed before they can expect their employees to provide quality service to their customers. Everyone has their own reason why they work, whether it is economic, social or political. Whatever the motive, the underlying point is that everyone works for their own reasons. While they are at work they should simply be able to enjoy it.

## PROBLEM

Why isn't the internal motivation of the front line employees

maintained at a consistent level? "Genuine and lasting employee motivation is not something management does, rather it is a process that management fosters and allows to happen." (Wiley P.14) Why can't management restructure the organization so that employee motivation is a part of the environment. This would ensure that internal motivation is continuously maintained in the hospitality industry?

## **CHAPTER TWO: A REVIEW OF THE NEW CONCEPTS**

### **INTRODUCTION**

There are a variety of different ways to help explain organizations of tomorrow. A service orientation is becoming a competitive edge to every business. The term service has broadened from our understanding of how the hotel and restaurant industry can change. Service has become a part of all industries that appreciate customers and want to build relationships with them. This chapter is an overview of the literature of new concepts that have been researched on organizational structure and its environment and employee motivation. The Job Characteristics Model is not a new topic. It was developed in 1971 by Richard Hackman and Greg Oldham. In this research their model will be used as a guide to determine what are the most important elements of the selected job characteristics that should be used from the plethora of information that is written on the topic of employee motivation. Enhancing internal motivation is more than just restructuring the job characteristics. The literature will also review restructuring the job at a larger level. The organization structure and the cultural behaviors that define it also have an effect on the employees internal motivation. The leaders vision and their leadership style is reviewed. The impact of empowerment and the importance of giving employees a choice will also be discussed. A combination of the literature in the current reality will provide a base develop a new conceptualization.

### **THE JOB CHARACTERISTICS MODEL**

Hackman and Oldham have created the Job Characteristics Model to promote internal

motivation for an enriched job. The Job Characteristics Model as developed is a theory that suggests job characteristics can be created in such a way to foster internal work motivation. Core job characteristics defined by the JCM are task identity, task awareness, task significance, autonomy, and feedback. When these dimensions exist together they produce certain favorable psychological states. When these states occur together an optimal and/or consistent level of employee internal motivation may develop. If these dimensions are combined properly they can provide an archetype for an environment that fosters internal motivation in the hospitality industry. These job characteristic traits may be the backbone of the new conceptual framework for the study.

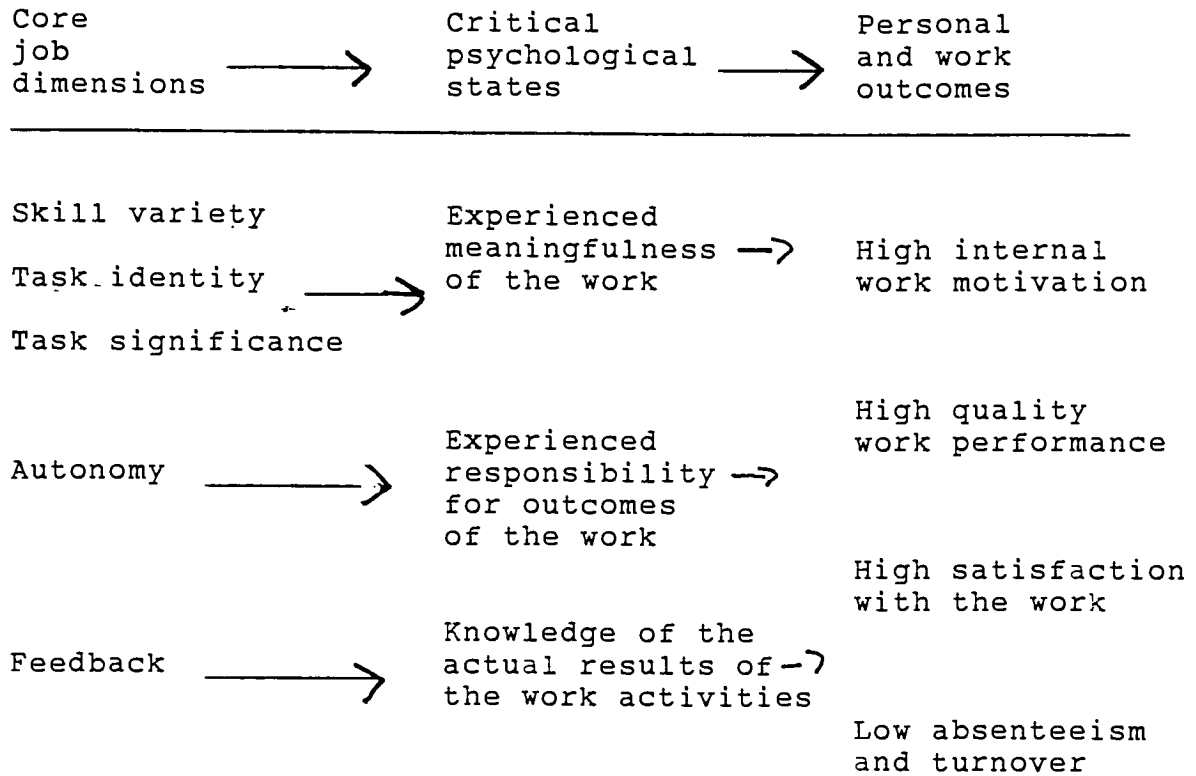
There are three constants that form the base of the model. They are the feelings that all of the job characteristics must hold in order to produce internal work motivation. "What is needed are reasonably objective, measurable, changeable properties of the work itself that foster these psychological states, and through them, enhance internal work motivation." (Hackman and Oldham, 1971) All three of the states must exist at some level for internal work motivation to originate, but the job characteristics can vary with each situation. Hackman and Oldham label them as critical psychological states. They are constants because "they are internal to persons and therefore not directly changeable in designing or managing work." (Hackman and Oldham, 1971) These three feelings may not be changeable, but based on the combination or variety of characteristics experienced, 15 different levels of these feelings will produce different levels of internal work motivation. The main degree of the differences stems from the individual, and how important any of the feelings are to them based on their own motives or needs. Individual motivations are not going to be researched because everyone has their own

specific desires and reasons why they work. Everyone is motivated by different ways and react to motivational attempts differently. From here we could assume that we are fighting a battle against individuality. In essence, we are fighting for it. Currently, organizations attempt to mold their employees. This inhibits employees from adding their own "personal touch" to the environment. Each individual employee adds value to the organization based on their personality, and how they interact with managers, co-workers, and customers. The new conceptualization will attempt to veer away from molding their employees actions. The new organization will encourage the employees to be creative and add value to the environment.

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Figure 2.1 The Job Characteristics Model

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## THE THREE PSYCHOLOGICAL STATES

In the first psychological state, "the person must experience the work as meaningful, something that counts in one's own system of values." (Hackman and Oldham, 1971) There are three job characteristics that can influence this feeling: skill variety, task identity, and task significance.

Skill variety is defined by "the degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of the person." (Hackman and Oldham, 1971) Although, having a variety of skills is not the same as skill variety. An example of a variety of skills is a chef of a restaurant. He needs to know what the proper utensils are and how to use them correctly. He also must have a complete understanding of the food and different preparation techniques. All of this, and the creative ability to turn the dish into a culinary masterpiece. The chef's position is meaningful to him because of the variety of talents he has that he can utilize and be proud of. If the chef is able to complete the other jobs in the restaurant that are separate from preparing the food he has skill variety. This knowledge of the entire restaurant system would create meaning for the chef.

The second characteristic is task identity. It is defined as "the degree to which a job requires completion of a whole and identifiable piece of work, that is, doing a job from beginning to end with a visible outcome." (Hackman and Oldham, 1971) Task identity helps the job to become meaningful because the employee is responsible for all aspects of the task. The chef's position is even more meaningful to him when he can see his culinary masterpiece from the moment the ingredients were sliced and chopped until they were arranged on the dish ready to be served. It would become ultimately meaningful

for him if he to be involved in the rest of the experience that the restaurant creates.

The third job characteristic is labelled task significance. It is defined as "the degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at large." (Hackman and Oldham, 1971) A job can be meaningful to an individual if that employee believes that the work being done will have a substantial impact on the physical or psychological well-being of other people." In this instance the chef must be careful to prepare the food properly so that it is free of from-any bacteria and disease. This would guarantee that the food is safe to eat. A life guard at a public pool has a high task significance because there main objective is to ensure the safety of the people utilizing the pool. In the new conceptualization task significance will play an important role because the employees will appreciate the quality of their work and understand how that effects the ability of their co-workers to complete their own work.

In the hospitality industry the employees are not always developing a physical product. In some instances they are creating an experience. Each employee is a member of a different department that has a specific responsibility. Each responsibility is a part of the experience that is being created. When looking at individual tasks, they are meaningless but as a whole they are all integrated to become part of the experience that is being created. The experience is the product, and the service provided adds value to the product.

In order for the job to be meaningful to the employees they need to appreciate having a variety of skills. It would be beneficial to each employee if they could understand how each trivial task is related to each other and the entire experience. Once they understand

the relationship of the task they will not seem as trivial. The level of responsibility will increase and create meaning to the individual because the trivial task now has a level of importance. From here they can understand the different talents and skills of the other departments within the hotel. Even though each department has their tasks to complete they will feel a sense of task identity because what they do is a critical part of creating the experience the guest is expecting. The degree of task significance is raised because each task completed effects the outcome of the experience for the guest. At the same time, when completing parts of jobs, task significance holds more importance because it also reflects the relationships of co-workers. This is due to the relationship of the tasks. Every task completed by one employee effects the outcome and ability of other co-workers to complete their own tasks.

The second critical psychological state is the person must feel responsible for the outcomes of the work. "The characteristic of the job that fosters increased feelings of personal responsibility for a work outcome is autonomy."(Hackman and Oldham, 1971) Employees that know they have independence or freedom to make a decision have greater feelings of responsibility than an employee who does not. This result is seen in the outcome of the quality of work that is performed. "People are said to be more internally motivated when they perceive themselves to be the source of their behaviors." (deCharms, 1968) This critical state stems from the individuals locus of control. If an individual believes that he or she is completing a task because of some external force their level of motivation will be lower. Individuals are more motivated to do things that they are responsible for, than if they are completing the task because of an external stimuli. This allows the individual to feel more responsible for the task because they

created it or decided on the time and means of completing it. "When individuals experience choice of activity they perceive discretion in how they will perform a task."(Williams and Luthans, 1992) As stated previously, front line positions complete tasks that are trivial. If an employee has an element of choice, even though the task is trivial and has to be completed in a uniform way, knowing that they have a choice in how to do the task will help to create meaning for that individual.

*Case: Job boredom to job satisfaction*

*The executive housekeeper of a hotel had held her position for six years. When a new manager arrived to the property their management styles conflicted and she was actually trying to find a job elsewhere. They sat down and discussed the situation. She ended up staying on the property but, held an entirely different position. She is now in charge of the continental breakfast the hotel provides every morning. Up until now, the turnover for this position was high. The morning Gatehouse attendant was thought of as the most annoying and boring job of all time. You would imagine her having a slight resentment to this decision. She was given responsibility of the whole area, from selecting menu items, to ordering, displaying the food and cleaning up the area. Every decision was hers. She is the type of person that can make anything seem beautiful. She is very creative and articulate. Every morning the breakfast was elegantly displayed. The menu had a certain flair and there was now a variety of items that no one had seen before. She introduced herself to each guest, and greeted them by their first name the next morning. It was obvious that she was happy with this position. She was always smiling and she never once complained about being bored like she did in her previous position.*

This situation had a win win solution. By allowing her to have complete control over

the position, and the ability to make choices about how she thought the breakfast should be displayed she was allowed to do what she enjoyed most which included being creative. She was much happier, the guests were more than satisfied and so was management.

When a trivial task that does not hold meaning on its own occurs individuals need to be informed of the reason why the task is important within the system and how it effects the other co-workers and guests. When a new task is introduced it would be more appropriate to show how it is related to the system and interrelated to other tasks. It is also important to show how the task effects the ability of other co-workers to complete their tasks. First, the employee needs to understand each task. Then focus on how each task is related to one another. The next step is to learn how different co-workers tasks are related together and understand their tasks. After this the employee will have a better understanding of how each department is related together. This understanding helps to create meaning for the job. The tasks are not trivial any more. Once the employee understands the whole they can better understand how one small task is important so the system can run smoothly. This whole cycle turns into a learning cycle. The learning system will become an importance component in the organizations environment in chapter three, four and five.

The third of the three critical psychological states is that "the person must have knowledge of the results of his or her work." (Hackman and Oldham, 1971) If the structure or process of the task does not allow for positive or negative feedback, the individual will not know how well or poorly they are doing. The model does not address feedback from supervisors, co-workers, or the feelings of the individual. It only refers to feedback that the job itself gives to the employee. "Self esteem is influenced by task

performance and the expectation of others. In turn, it influences internal motivation.(Sullivan, 1989) "Anything that contributes to an employees experience of being competent will tend to enhance internal motivation."(Boggiano 1992) Intangible tasks are those in the hospitality industry that allow employees to be creative. Given the chance and power of the "vision" employees will look for ways to go above and beyond to satisfy the customers. Just being able to do this or having the opportunity to try a creative idea gives the employee a sense of accomplishment. This feeling is feedback from that task.

It is difficult to separate the two psychological states. Having an environment that allows for autonomy allows for feelings of creativity and responsibility. Under any circumstances a form of feedback will occur from a task. If the experience is positive the feedback will be positive but the individual should also look for ways to improve. If the feedback from the task is negative the individual will either have a decrease in motivation or look for ways to improve. If not it is the responsibility of the leader to see this and guide the individual to understand what went wrong and talk about options.

How a response is received from a task is important to every environment. In the hospitality arena the majority of response, positive and negative, stems from the clientele. Every customer is unique, and everyone of their expectations are just as unique. Even though an employee may be able to interact and communicate with one guest in a certain way another guest will need a different form of communication. A quality service provider needs to be able to sense how to communicate with a new guest before even speaking with them. Just being able to do this can be initiate a positive response. The front desk of a hotel is a perfect atmosphere to explain this concept. The front desk

personnel encounter hundreds of different people each day. One guest may be very articulate and expect check in procedures to be explained thoroughly and professionally. The next guest in line may be very laid back and casual and only needs to know where the pool is. It is important for the front desk personnel to be able to qualify what the guests needs are so as to provide the type of experience the guest is expecting. Being able to qualify the needs of a guest successfully provides positive feedback for the front desk employee. This positive response is motivating for the individual because they know they have done a good job when they see the guest is satisfied. It is internally motivating because the guests satisfaction raises the employees self confidence and pride in themselves and their work.

Negative feedback will also occur at times and is a factor that decreases motivation. "When tasks are too difficult or when situations are structured so that desired outcomes do not follow reliably from behavior a person is likely to fail in attempt to achieve an outcome." (Boggiano, 1992) A front desk clerk at a hotel may be outstanding with guests in identifying their needs before they are asked for and in being able to work exceptionally well with all of the employees. The only problem is she has very poor math skills, and when it comes to deciphering a problem with balancing her cash drop she becomes frustrated and gives up. This failure experience is a form of negative feedback that decreases internal motivation. The leader needs to provide her with the knowledge of the results. Then the negative feedback she received from not successfully completing the task can be seen as "learning from a mistake." Once the individual sees how to solve the problem she can improve or change her actions the next time the situation occurs. The employee had learned how to properly find the problem and answer her own

question. She has gone through the learning process. This also becomes a part of the learning environment that is continuously circling around the organization.

## **RELATIONSHIP TO INDUSTRY**

As mentioned in chapter 1, the service industry produces intangible products. They create experiences and try to exceed expectations. They build and maintain relationships. The relationships should also be accomplished for the employees, the internal customers. Each employee effects the level of job satisfaction for all of the other employees.

The tasks that are assigned are a combination of two specific tasks that need to be completed for the day to day workings of the business to run smoothly. The first type of tasks are the physical duties or items on a checklist that just need to be completed. These could be in the form of filling out folios, cleaning a room, or washing dishes. The second set of tasks are the intangible tasks that are difficult to see, measure and reward. At the same time these are the strongest tasks that create meaning, responsibility, and give feedback. The intangible tasks are those actions that employees create and complete on their own when given the freedom. They are all examples of going above and beyond on the job. It is so important for managers to trust their employee's abilities, and when the employees realize this they will be comfortable being creative. The intangible tasks are defined by the personality and the internal motivation of the individual. These tasks include a definition of "going above and beyond" and meeting and exceeding the expectations of the customer.

The type of culture that optimizes this autonomistic feeling is an empowered environment. "People need to be given space to provide truly outstanding service. They



must be given the freedom to create and the support and encouragement to do great things.”(Rosenbluth, 1992) In an empowered environment, the understood intangible and immeasurable tasks are those that motivate the autonomy of the individual employee. They do so because they are not assigned tasks that need to be completed, rather they are actions that the employee chooses to do. They could be driven by their personality or the vision of the organization. This is not a new idea in the hospitality industry. Empowerment does not have to cost anything. It could be a random act of kindness that makes the difference. A guest at a hotel wanted to go the gym for an aerobics class. She forgot her sneakers. She was telling this story to the front desk clerk. The clerk let her borrow her sneakers for the hour so that she did not have to buy new sneakers. Another guest was making dinner for his wife and he needed a blender. He called the front desk and unfortunately they did not have a blender on property. The front desk clerk was able to rush home to get her blender so the guest could prepare his meal. The desk clerk was proud that she could help the guest and he was happy that he could make his dinner.

In the new conceptualization, empowerment should stem from one value, the idea of promoting internal motivation or providing quality service. “Empowerment programs are a systematic method of granting more authority and responsibility to workers and encouraging them to make and implement decisions on their own.”(Dubrin, 1994) As with any other strategy, empowerment should be aligned with the major vision of the organization.

## **EMPOWERMENT**

An empowered employee will feel a sense of responsibility towards their job. This occurs because there is a concept of choice involved by empowering an employee. When people choose an activity they also choose how to carry out the activity and take responsibility for the consequences it brings. The level of responsibility is shown through an employees decisions and actions. This is shown through their initiative and that action leads to feelings of self determination and an increase in internal motivation.(Boggiano, 1992) "According to the self determination framework, the sense of choice as well as feedback, is essential for the enhancement of individual personal initiative and intrinsic motivation."(Williams and Luthan, 1992) When taping self determination through an increase in responsibility it is expected that the level of quality put into the job will increase. "The ultimate stage of involvement is the regular, spontaneous taking of initiative."(Peters, 1994) From the employees point of view they would need to be in a position where they had the power to make changes and grow within the organization and themselves. If not, they will become bored quickly, motivation will decrease rapidly and reduce any future signs of self determining behavior. "Choice produces heightened perceptions of personal control that activates arousal and leads to an increase in task performance."(Mawhinney, 1990) By having this control over a decision the employee will feel more responsible about doing a good job or see that the job is completed thoroughly and satisfactorily. "When an individual is free to choose what decision to make or action to take, this freedom is motivational and desirable.(Mawhinney, 1990) The reason behind this motivation is driven from the individual himself. If an individual perceives they are in control or the controller of a situation then they realize that they are

responsible for their decisions so they have the choice of what decision to make. Just having the power of choice creates a level of responsibility within the individual. Although, they cannot choose to just not complete the task. By having the ability to choose, this control is powerful for the individual's growth. Through growth they are also expanding their knowledge and learning.

Theories are so easy to put on paper but, my question is: how can a manager actually implement these changes to receive the desired results? Stephen Robbins has set up guidelines that are similar to other authors that have been researching the same question.

"How to Empower Employees:

1. Use participative decision making. By including employees in the decision process, managers share their power.
2. Delegate authority. Delegation is more empowering than participation because delegation requires giving up authority and distributing it to employees.
3. Create autonomous work teams. By allowing employees to select and train new group members, allocate activities and schedule work, set production levels, and solve operating problems, they take ownership of their work.
4. Install upward performance appraisals. By using subordinates' ratings of how well their bosses manage, the organization becomes less hierarchical and the power of supervisors is lessened.
5. Lessen formalization. Employees have greater autonomy when rules and regulations are reduced.
6. Encourage goal setting. Help people set goals, then let them select the means for reaching those goals.
7. Train employees. Train workers so they have the skills to take charge of

their work and make appropriate decisions. This includes things like scheduling, reading blueprints, negotiating with suppliers, and writing up purchasing specifications.

8. Reeducate managers. Empowerment requires managers to let go. For many, this is very hard. So managers need to undergo training to learn how to stop being the "boss" and how to become a "coach" and "facilitator." (Robbins, 1994)

In the current situation, these steps to empowerment are valid. The new conceptualization does not agree with them wholeheartedly. The managers new position as a leader should not be retitled to just mask the same actions. Changes need to be made from a genuine vision of increasing internal motivation. Not using it as a means to a better organization. A well run organization may become an output from the changes, but not a final result.

The environment around the empowerment element needs to be informational as opposed to controlling. (Mawhinney, 1990) An informational environment is one that provides inputs and supports autonomy and competence. A controlling environment provides inputs that are perceived as pressure to think and act in a certain way. (Boggiano, 1992) A controlling environment will decrease internal motivation. This removes the locus of control away from the employee and gives it back to the force that was controlling. This could come from a direction from the manager or a new rule or a short term incentive program. A controlling environment decreases motivation because the employee is not allowed to choose anymore. Motivation was never allowed to surface because the employees were always told what to do.

*Case: A change of environment, informational to controlling:*

*A small hotel in a city was bought by two foreign investors. The original general manager of the property had been there for fifteen years. He had empowered all the employees and trusted their decisions. The new owners move into the hotel and downsized considerably. This initial change obviously created anxiety for the employees. After the downsizing was complete the owners were always watching the employees and telling them what to do next. They did not trust anyone, especially the housekeepers who had all worked there for over ten years. Every time a new rule was made you could actually see the morale of the employees decrease. Most of the good people left.*

The change from an informational to a controlling environment was felt by all of the employees. The employees did not make decisions because they had lost their ability to choose. This absence of choice decreased their motivation to go above and beyond and decreased their job satisfaction.

There is an onslaught of studies that have tried to measure whether intrinsic motivation is increased or decreased in the presence of an extrinsic reward. Edward Deci has done considerable research on this topic and has concluded that financial rewards or extrinsic rewards decrease intrinsic motivation. (Wiersma, 1992) "Extrinsic Rewards could decrease intrinsic motivation if they are perceived as controlling by the recipient." (Farr, 1976) If someone promised a reward for reaching a goal that they were asked to reach, that person would only complete what they were told to do in order to receive the reward. This could be a task that is monotonous and not well liked but just needed to be done.

They may be deserving of a job well done but, they had no control over how to complete the job.

*Case: An improperly aligned incentive program:*

*The housekeeping supervisor was being pressured by management because the housekeepers were not vacuuming the rooms very well. To correct the problem she held a contest for all the housekeepers. Every time a vacuum was emptied the housekeeper was to keep the dirt. At the end of every week for one month the vacuum cleaner bags would be collected to see who had the most dirt. Whoever won would receive a "free dinner for two" coupon to a restaurant in town. This was supposed to entice the housekeepers into vacuuming everything in sight. The rooms were vacuumed a little better but it did not last. At the end of the month the rooms were still not being vacuumed. Later it was found out that the real reason the rugs were dirty was because the hotel needed to invest in new vacuum cleaners. They were not salvageable, the winter salt had eroded the insides, and they would not pick up anything.*

"Extrinsic rewards could increase intrinsic motivation if they were perceived by the recipient as providing competency or reflecting ability."(Wiersma, 1992) A reward received because of the recognition of a "job well done" lasts longer with the recipient because it gives a feeling of competency and accomplishment.

*Case: A little thank you goes a long way.*

*Irma is a housekeeper and she receives notes from guests saying how much they appreciate her work. This makes her so happy, she is smiling all day long. Her rooms*

*are the cleanest rooms on the property. Irma appreciates her work for what it is. Shirley loves to get notes from guests too. She shows all of the notes of recognition to management. This accumulation of "job well done" notes won her the employee of the month. This influenced her to write notes to guests and learn all of their names and to establish relationships with them. Under any circumstance these acts are outstanding. Although, while this was happening management received complaints from guests that even though she is a wonderful person, their rooms are not up to par anymore. Irma doesn't tell a soul about the notes and her rooms are always perfect. Irma recognition notes from the guests provide her with a feeling of accomplishment. Even though she always does a great job, the notes provide her with an extra incentive to let her know she has done a good job. Shirley used the notes to receive recognition from management. This recognition provided Shirley with the incentive to get more notes. The recognition of being a friendly person is nice but not aligned with her job description. She was not receiving recognition that provided her with a feeling of competency. By building relationships with the guests, Shirley turned the recognition away from her job. In the end she received a negative response from the guests about the quality of her work. This response decreased her feeling of competency.*

## **INFORMATIONAL ENVIRONMENT**

An informational environment is one that allows the employee to feel a sense of control. The environment around the employee provides answers to the employees questions, and resources to the employees creativity. This is especially important to the role of the supervisor. The role would change drastically. The supervisor would now act

**Missing Page**



as a contributor to new information and changes and a facilitator to resources to allow employees to be creative. The supervisor would not be a manager of employees but a leader to the team.

The majority of front line positions in the current situation have immediate supervisors that "manage them". In the learning environment of the new conceptualization the leaders are a critical part of the system. They provide the positive and negative feedback that is essential for employees to recognize their strengths and improve on their weaknesses. In the informational environment the leaders role changes. They are not as important to the development of the employees. Now they encourage creative thinking and are available if the employees feel they are losing direction. "Knowing that they can choose and have this informational environment will increase self determination, self esteem, and increase internal motivation." (Mawhinney, 1990) Just being in an environment where you feel confident in yourself and the work that you do makes you feel more motivated to do even trivial tasks and do them well. The employees will be aware of the importance of the job and ensure that the job is completed with a level of quality and effectiveness. This results in higher job satisfaction.

## **CULTURE**

Culture is said to have two levels. The first is not tangible or recognizable and is difficult to change. They are the values that bind the group together. "Culture refers to values that are shared by the people in a group and that tend to persist over time even when group membership changes." (Kotter and Heskett, 1992) The second is the visible behavior style of an organization that employees are encouraged to follow. Each level

influences the other.

A corporate culture is usually referred to as, values and practices that are shared across all groups in a firm.(Kotter and Heskett, 1992) Potential members may be screened as to how well their values will fit with the culture. It is up to management or a recruitment team to identify the underlying values that are shared by the group so as to identify them when recruiting new group members. Newly selected members can be taught the groups style. "Cultures can be very stable over time but they can never be static."(Kotter and Heskett, 1992) Changes in the organization such as high turnover of group members and changes in business can weaken or change culture. A strong culture can be very powerful and can also exert a powerful influence on individuals.

"The content of the culture must align with the nature of the business and its strategies."(Kotter and Heskett 1992) There is no specific type of culture. Each one is unique to each business. In the hospitality industry a common value is that they care about the customers level of satisfaction. If an underlying principle is that employee motivation leads to higher guest satisfaction then the organization should value employee satisfaction (or motivation). If the culture of the organization is to have any impact it must be strong. It should be important to management and taught to new recruits. "A strong culture needs to be flexible." Emphasis needs to be put on values and beliefs. Behaviors are allowed to be common but not strictly enforced to add flexibility. At the same time this allows for growth and adaptability to changing environments. Kotter and Heskett have developed a theory that states "only cultures that can help organizations anticipate and adapt to environmental change will be associated with superior performance over long periods of time. An adaptive culture involves risk taking, trust, and a proactive

approach for organization life and individual life." A value should be trust and confidence in themselves and their co-workers.

Widespread enthusiasm from management is important. This will come from leadership. "One function of leadership is to produce change." (Peters, 1994) The leaders need to encourage change but not change everything. In strong corporate cultures, managers tend to march energetically in the same direction. That alignment, motivation, organization and control help performance, but only if it is resulting in action that fit an intelligent business strategy." (Kotter and Heskett 1992) All change from leaders must be guided by a control unit." (Kotter and Heskett 1992) This direction should stem from strong values which help to define the vision of the organization. Each change should reflect vision and values.

These theories are consistent with studies that have been completed to define participative management approaches. In 1982 a study was completed by Sashkin, 1992. He found that there is a positive effect on the behavior of individual group members when norms and shared beliefs about how people ought to behave are intact. "This is especially true for behaviors that are overt and easily and explicitly stated and recognized by all group members." The approach to implementing change must be consistent with the nature of the change being implemented to obtain the best results. (Kotter and Heskett, 1992)

"Participative management approaches of goal setting and decision making act to increase workers autonomy and sense of control over their job." (Sashkin, 1982) This can be referenced back to the Job Characteristics Model. By allowing individuals to have decision making authority the team is a combination of each individuals creative thinking.

This results in greater worker autonomy because the employees are learning on their own and learning from each other. They should not be afraid to be open and have no fear of punishment for a wrong answer when brainstorming. When everyone is involved and communicates openly, there will be less confusion as to what the goals and action strategies are. With participative management, increases in individual autonomy could actually be measured while working in the group. "Group decision processes are more visible than individual decision processes." (Tracy, 1994) Individuals will become more open and ideas will flow smoother, clearer and be more appropriate with the growth of the group. This will also be attributed to the cohesiveness of the group.

Total Quality Management approaches also favor group decision making. "If a continuous improvement philosophy is to truly permeate in an organization and culture, employees must be intrinsically motivated to improve." (Dubnicki, Williams, 1992) In the Total Quality arena empowerment is an element. There is an added element of enfranchisement. It is empowerment with rewards. Continuous improvement is a combination of empowerment and enfranchisement. Continuous improvement is an element that should be a part of the vision of the organization.

It seems that in order to optimize employee internal motivation on a continuous basis the whole organization needs to be restructured. From the literature the majority of change will be in the structure and environment of the organization. The important job characteristic will be that the employees are given the authority to make decision about customer satisfaction and continuous improvement. Power will be taken from the management and given to the employees. Employees will be the creative change agents. There will have to be a switch from any given management style to a leadership style.

The differing role will have to support the system and provide enough change so that it adapts to the continuously changing and learning environment. The individuals that are leaders will have to be genuine leaders and not try to control the employees. Leaders will be supporting the employees and customers needs. Once the employees are comfortable with their positions, they will begin to act as the leaders of the organization. The leaders will act as the resource providers for the team members. From the beginning the restructuring needs to stem from a vision of creating an organization that enhances employees internal motivation. The concepts in this chapter support the vision and will allow for the new conceptualization to increase internal motivation. This vision will now become the root definition of this research. The model will be formed based on the root definition which could be analogous to a hypothesis.

### **CHAPTER THREE: THE MODEL**

"Internal motivation develops in an atmosphere that harmonizes four dimensions: the personal qualities of the individual, the nature of a job, the qualities of the supervisor and the company philosophy." (Wiley, 1992) This statement only emphasizes that employee motivation is the responsibility of the entire organization.

However, building a root definition can frame the ideal model of the new conceptualization. It can also be tested in areas to see if certain components should exist in specific areas to test the strength or validity of the model. The initial root definition is: an organization that provides a quality service and can focus on maintaining the employees internal motivation as a deciding factor for growth and success.

The structural chart of the new conceptualized is flat and decentralized. The most basic design of the model has three levels; the employee as an individual component, the employee as a member of a team, and the individual teams as members of the largest team, the organization. There is not a hierarchical ladder because everyone is a member of the same team, the organization. In essence, there are the individual team members, the specialized team leaders, and the organizations team leaders. From the beginning the top leaders and team leaders will act as teachers to help the team members understand the organization and its vision. After the team members are comfortable with their new position, the organization will reverse where the team leaders will now become the agents to the team members resources.

The organizational leaders and the team leader role should not be confused with the managers position in the current situation. The organizational leaders main task is to keep the vision of the internally motivated organization alive. After the vision is created the

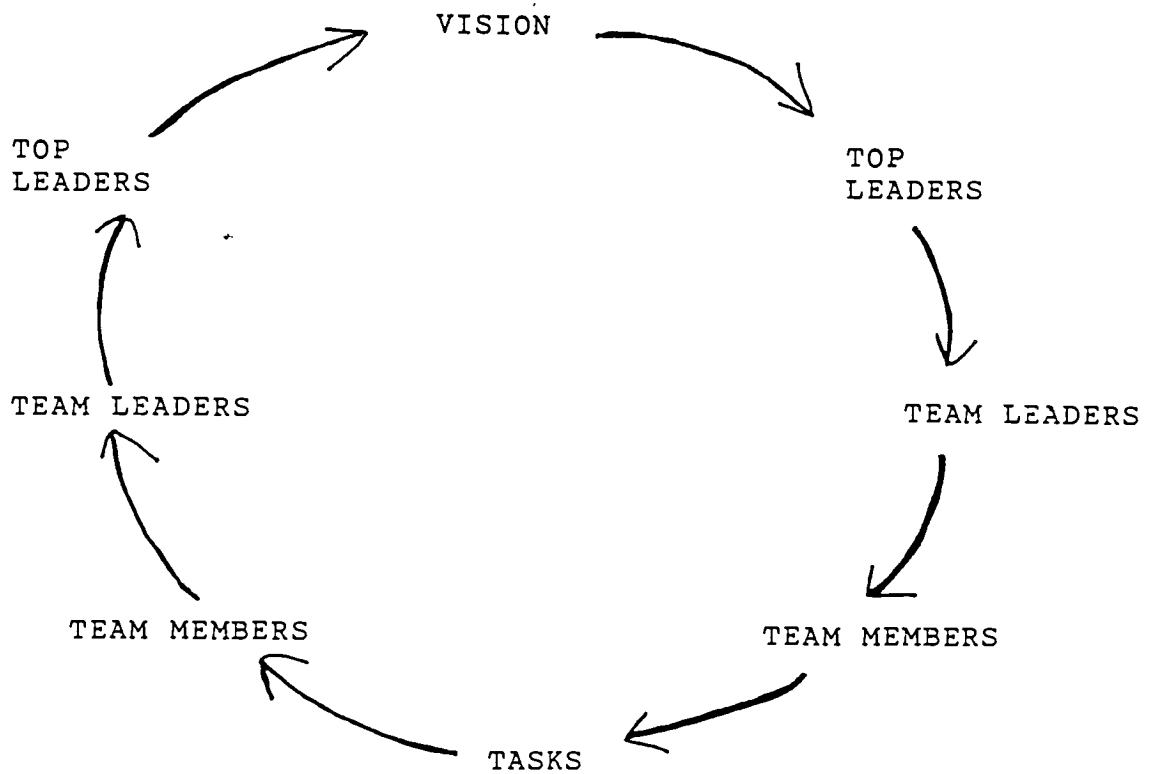
organizational leaders become the team leaders. The team leaders of one team, the organization. The individual team leaders become control agents to support and guide their team members. The agents ensure that the decisions the team members create are aligned with the goals of the organization and the team. The control agents so ensure that their goals are aligned with other teams goals so that do not conflict with each other.

The team leaders of the organization must decide what the vision of the organization is going to be. In relation to the root definition, the first part of the vision is to establish a growing and successful business by providing quality service. Providing quality service will encompass the whole organization. The model following this page illustrates the the members of the new conceptualization and their positions.

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**Figure 3.1 The Organizational Model**

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The team leaders will have to promote quality service behavior (QSB) between each team for internal and external customers. The control agents of each team will teach quality service behavior throughout the members of each team. The members of each team will provide the quality service behavior to the external customers of the organization. By doing this they are establishing a long term relationship with the customers. Once the relationship has been established those customers will then become a player of the organizational team.

In order for the team leaders to personify the vision they must identify core values that will become the guiding forces of the organization's culture. As is part of the root definition, values will include those that are aligned with the vision. Some major values include: achievement, growth, honesty, creativity, helping others, quality relationships and working with others. (Senge, 1994) The predominate belief underlying the vision is that employee job satisfaction and motivation are the most important aspects in promoting long term quality service behavior throughout the organization. These values will help define the culture of the organization.

The behaviors that enforce the values of the culture will be created from the team leaders. The team leaders need to be involved and include all of the employees in the development of the organization. They need to develop a strong team relationship with the employees. They need to trust their employees and make sure the employees trust them. By doing this the employees will feel that they are an important aspect to the success of the organization. They need to truly believe in the vision. Employees also need to believe that the team leaders and control agents are truly involved and are

conscious that their employees are important to them. Doing this will create meaning to the employees. These actions are the first aspect of establishing an environment that supports internal motivation.

The culture once developed will create the organizational environment and define the boundaries. The culture will be seen through the behaviors of the employees. The culture can be seen through the way the employees treat each other and how they interact with the customers of the organization. The behaviors should reflect trust, commitment to quality and a team motivated atmosphere. These behaviors should not be seen as more important than the values behind them. In times of change they need to be flexible. Although, the core values will not change only the behaviors that help to define them. Every internal change should maintain or increase employees internal motivation. Every objective or goal should be aligned with the vision.

A main ingredient to support the vision and culture will be to incorporate a participative culture. The culture is similar to participative management. Participative management will become part of the strategy to incorporate the vision as well as the leadership style of how the organization will be run. A participative style leadership and behavior will help to define the environment of the organization. It also promotes the psychological states of the job characteristics model to enhance internal motivation. It encourages all employees at every level of the organization to be involved in decision making. This gives the employee a sense of belonging. From this, the employees will develop an identity within the organization. This identity will contribute to how meaningful the employees job is to them. They were recruited because of the skills that they have to complete the job effectively, and what and how well they would contribute

to the team.

In the service industry, as was discussed in chapter two, the majority of jobs at the individual level are an accumulation of smaller tasks. In this paradigm, employees will be shown the relationships of each task. This will help them understand why each task is important. It also provides them with a better understanding of their job as a whole. Instead of seeing their job as an accumulation of small tasks, team members will understand it as one job. Being able to complete a whole project will help to create task identity. Even though an individual may not be completing an entire project their contribution will be meaningful to them because they are completing a part of the whole picture. Task significance will become a component because the quality of work put into every task will reflect the ability of other co-workers in completing their tasks which are other parts of the whole.

Once employees understand the relationship of their own tasks, they will appreciate their co-workers responsibilities. The same concepts can be broadened to encompass all other areas of the organization. Everything that is done in one department will affect something in another area. Each team is responsible for a different aspect of the service that the organization provides for their customers to experience. At this level the job will become even more meaningful to employees. Here their skill variety has become more specialized as they encounter others with a different skill variety. As the employee realizes the relationship of their position to the rest of the organization their task identity will have more impact. Task significance will increase because now everything that they do will effect the rest of the team members and their abilities to complete their own tasks. Some individual positions do not allow employees to regularly communicate to the

customers. After the employee sees the larger picture and their role in it, they will be able to understand how their job effects the customers. This also increases task significance.

Just by taking the time to show employees these relationships, team members will appreciate the importance of their job. They will also understand that the quality of work they put into completing each task is a significant aspect of the position. At the same time, their internal motivation will increase because they know what part they play in relation to the whole organization. The team is continuously learning from each stage of development. Each individual team is growing. Soon they will be able to work together as the organizational team.

Now that meaning has been built into the job the level of responsibility needs to be developed. From the psychological research, this can be accomplished by allowing for autonomous thinking and choice. From the organizational development literature this responsibility will be increased through empowerment. So far, employees are involved and should have bought into the vision of the organization. Now it is up to the control agents to empower their employees. To empower an employee, is to allow them to have control of their decisions. Here team leaders and control agents will delegate authority and use participative management to promote empowerment.

At this level the majority of decisions are attributed to task design and customer service. Empowering task design refers to allowing employees to make decisions about how they can improve their daily work. It is important for team leaders to encourage team members to make individual decisions and choices as to how to solve problems. Team members realize what their positions entail and all of the tasks that need to be

completed every day. Through empowerment, team members will complete tasks in their own way. They have the authority to be creative in completing their work and how the work needs to be done. Decisions that involve customer service are internal and external to the organization. They should also encourage the employees to be creative and to go out of their way, or go above and beyond the call of duty, in order to provide quality service. Team leaders need to acknowledge the importance of this decision making authority. They need to define what is going above and beyond to provide quality service. The best way to do this is by modeling. When employees actually see someone going above and beyond it is easier to understand. Being genuinely nice to internal and external customers and providing them with resources that will satisfy their expected experience. Going above and beyond is more than satisfying the expectations. It is going beyond satisfying the expectations to creating a new expectation. In the perfect situation employees should be able to do whatever it takes to satisfy the customer. By allowing team members to be empowered they have the control to make decisions. Just by giving individuals control, their level of responsibility immediately increases.

Feedback is an important dimension throughout the whole model. It increases employees self esteem, and confidence through the learning process. It will maintain their self determination through decision making processes. Feedback will come from three sources at the individual level: tasks, customers, and control agents. At this level feedback will have a strong impact on the employees self-esteem and self-confidence in the quality of their work. How feedback is presented at this level is important for the employees future level of self determination towards their tasks and confidence in future decision making. Employees that are involved will be looking for recognition. They

will want to know what they are doing wrong and want to be acknowledged for their accomplishments. Control agents need to provide positive and constructive negative feedback.

Feedback from tasks will be seen throughout the entire organization. It will be important for team leaders and control agents to be supportive, encouraging, and patient. Especially when an employee is not yet completely comfortable with a task and the task gives negative feedback to the employee. This could be something as simple as learning to use a new software system at the front desk, or a new chemical dispenser in housekeeping. It takes time to become acquainted with new things. Feedback from customers will be a motivating factor especially when the employee is comfortable with being empowered. Customers will become a positive influence when the employee doesn't have to say "no, I'm sorry we can't help you, or no, we don't have that here." If the guest wants it and you can get it, then you are empowered to do so. It is such a good feeling to be able to recover from a bad situation or to make an experience even better than expected. At the same time, it is so frustrating when you can not. This is why empowerment is so important because the majority of negative feedback that will decrease internal motivation is from a disgruntled customer.

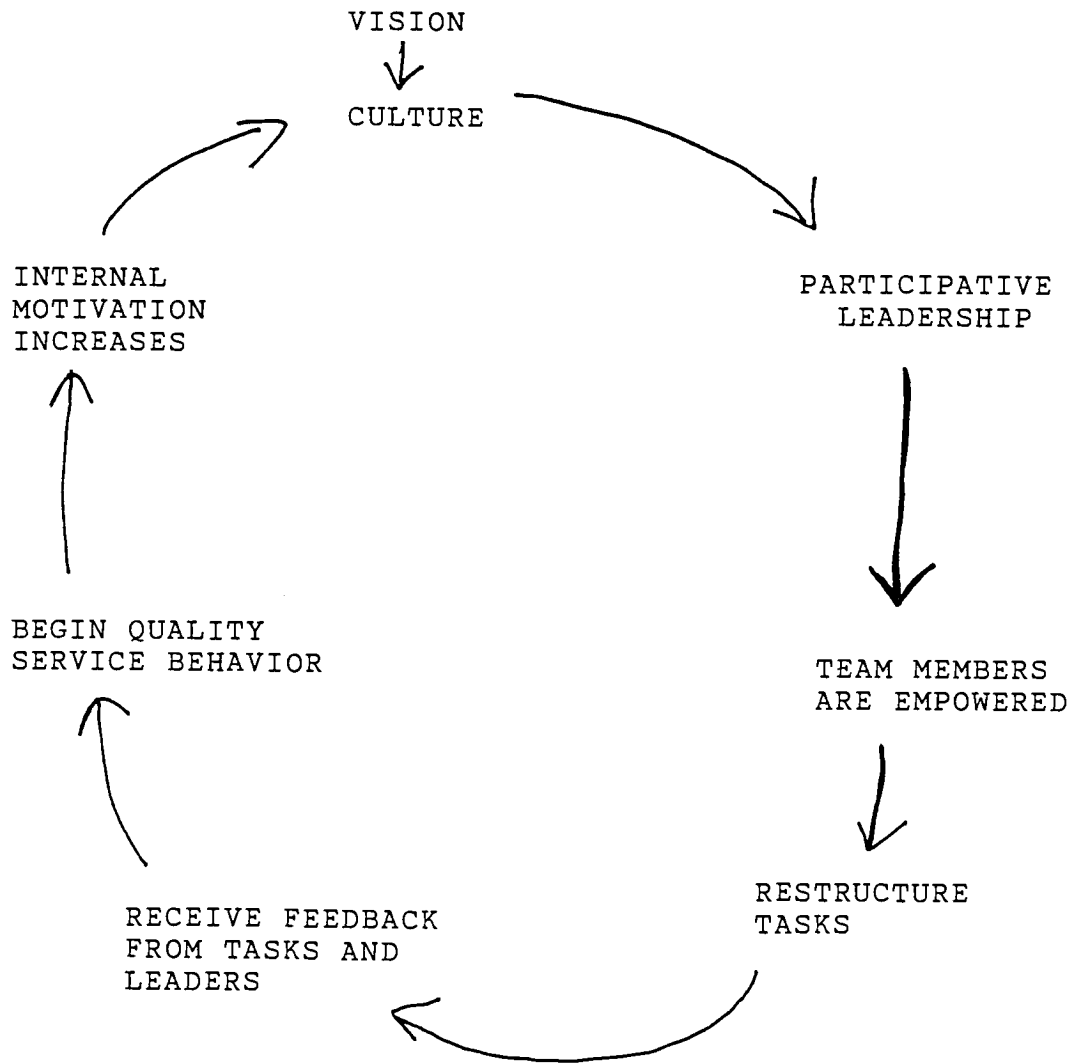
A learning environment will begin to develop at this level. With every decision that an employee makes they are learning and improving their tacit knowledge. This cycle continues with every creative idea and accomplishment. A maintenance technician that has just learned how to use a new tool discovers that he can also use this tool to complete another job more effectively. Eventually, the other team members will be using this tool as well. The original job has been improved and the individuals internal motivation has

increased. It was his creative thinking that brought the change about and he was able to teach others how to use the tool in a different way. It is not necessarily a conscious effort, but it does have motivating potential. We do not always think that we are improving the system especially if the changes are small. The control agents need to encourage this and remind employees of what they are doing. Recognition of an improvement, no matter how small the change is very motivating. It is also motivating when it brings the team closer together. The model following this page illustrates the initial growth of the new conceptualization.

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Figure 3.2 Vision and Participative Management

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These four aspects: creating meaning to the job, instilling responsibility, providing feedback, and encouraging a learning environment are the main characteristics of the team leaders at the individual level. These characteristics are also the components of a subsystem that will foster internal motivation at the individual level of the organization. The sub-system is the new conceptualization of jobs at the front line.

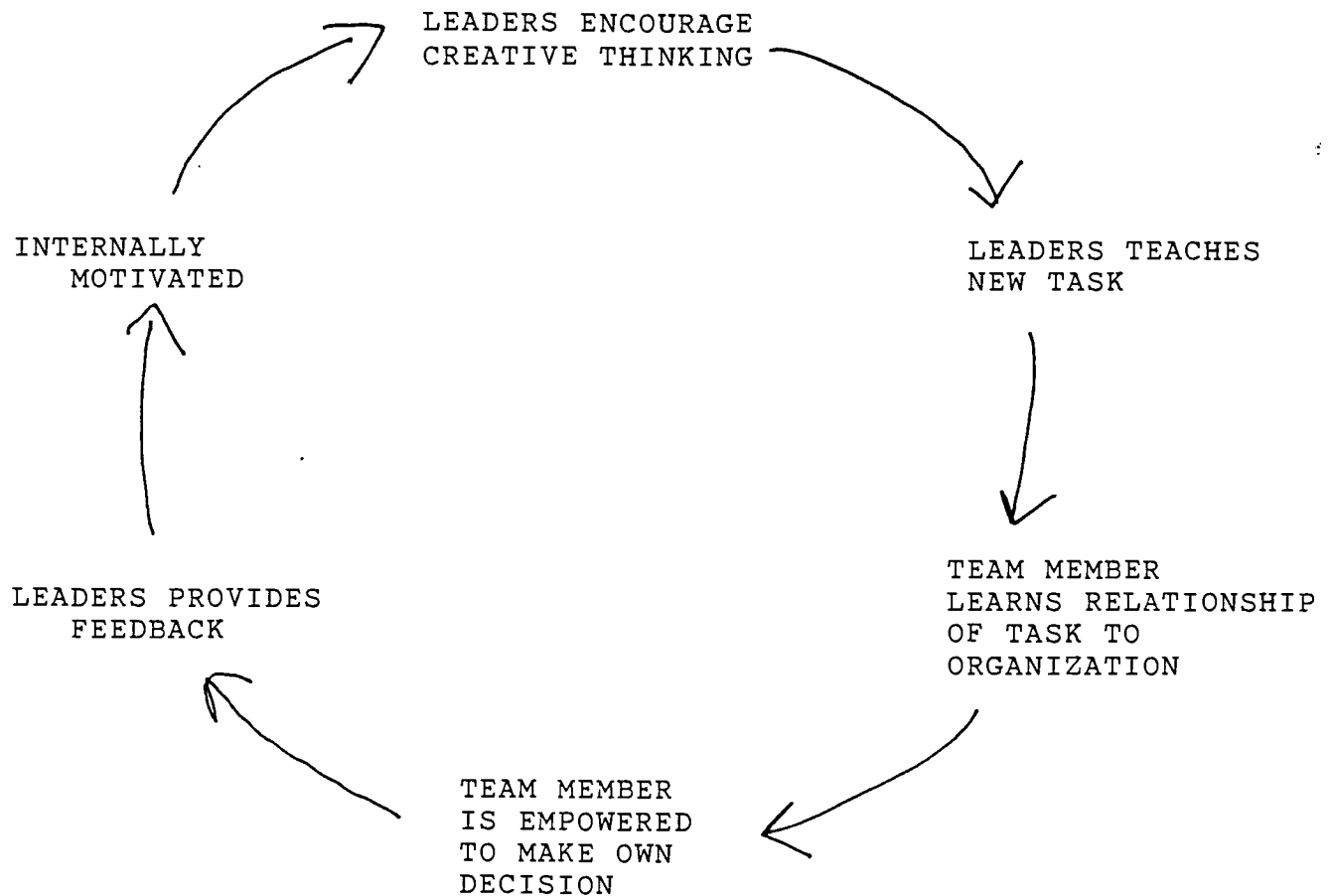
The overall objective to this model is to create an environment that will foster internal motivation. After the members of the organization understand the relationships of each component, and have been empowered, the next step will be to incorporate self managing teams throughout the whole organization. They are structurally similar to departments, but act as a team. Every aspect of the organization can be run from a team frame of mind. "Organize as much as possible around teams to achieve enhanced focus, task orientation, innovativeness and individual commitment. The self managing team should become the basic organizational building block." (Peters, 1994) In order to do this each employee must fully understand the concepts of empowerment, team decision making, and the new role of their leader.

An informational environment will surround the teams. A major aspect in this informational environment is that all employees are empowered individually and as a team to fulfill the vision. All team members have decision making authority. This includes training, scheduling, and the re-structuring of tasks. The majority of the teams goals will involve creative thinking. They will be concentrating on continuous improvement programs for their team and the organization as a whole. These programs will also focus employee improvement programs and enhancing quality service behavior.

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Figure 3.3 The Learning and Informational Environment

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The learning environment provides answers to the employees questions and resources to the employees creativity. Team leaders will facilitate the majority of their knowledge especially at the beginning of major change. Once employees and leaders are comfortable with their new roles and positions in the informational environment employees will attempt to find answers on their own before going to leaders.

As the teams begin to gain new knowledge and are comfortable with their authority, the learning environment will evolve into more of an informational environment. This is similar to the individual level. New information will be a continuous input into the environment. The source will usually be from other team members and the teams creative ideas. This is where the "authority" reversal of the organization can be best seen. The team members will be running the organization. Now top leaders and team leaders will act as only as providers to resources.

The factors that increased internal motivation of the job at the individual level will be enhanced at the team level. At the individual level a job could still be internally motivating if it was composed of only two of the job characteristics. A job could be created that was meaningful to the employee and had no level of responsibility or empowerment and still received feedback. At the team level all of the job characteristics effect each other, one does not exist with out the others. Given this, a hypothesis can be made: in a team atmosphere where all three of the job characteristics exist in the environment, an optimal amount of internal motivation can be achieved.

Skill variety, task identity, and task significance will become more important at the team level. There will be a greater variety of skill simply because there are more people involved. The learning environment will become a constant aspect because each team

member will be learning from each other and deciding what skills are most effective and appropriate. Task identity will be seen as increasing because each team member will see their entire department as a whole subsystem of the organization. This aspect is important because it also increases each members sense of belonging to a team. Task significance will also increase with the creation of the team because individual members will see the effects of their work on their team members ability to accomplish their tasks.

Instilling responsibility within the team members will still include empowerment, but at a greater degree. The individual team members are still empowered to decide on task design and customer service as in the individual level. At the team level they are also empowered as a team to make decisions, solve problems, and implement actions. They will decide together how to solve problems. The consequences, good and bad, are the responsibility of the team, not just one individual. Self managed work teams will have additional responsibilities. They will select and train new team members, make decisions on the delegation of tasks, have authority in scheduling work, and setting goals for improvement. The internal impact these responsibilities will have on an individual may be immeasurable.

A dishwasher in a restaurant might be labeled lazy. Of course he looks lazy because he's probably bored out of his mind. In a team atmosphere his job will mean more to him and he will be internally motivated to do a good job. With a strong organizational culture and strong team involvement, the dishwasher will realize that everything he does effects the ability of his team members to do their job effectively. He will make sure that those dishes are so clean that no customer is going to yell at the waitress, his team member, for serving soup in a dirty bowl. He will make sure that every dish is put in its

appropriate place so his team members do not have to waste any time finding them before the wedding reception arrives for dinner. This dishwasher will become even more motivated when he has the authority to teach a new recruit to the team how to complete his job effectively.

The team leaders will not be relied on as heavily for giving feedback. The feedback at this level will come from team members, tasks, and customers. As the team grows stronger members will be comfortable giving and receiving positive and negative feedback.

The control agents role at this level will be different than the individual level. Control agents role will be to guide teams through change, encourage autonomous thinking and empowered decision making and facilitate resources to creativity. They will provide resources to the team so that they may implement actions. A resource could be financial. The control agents may need to receive acceptance the team leaders to go over budget for a proposal the team has written for a quality improvement program. The team leaders may need to be persuaded that the program will not conflict with any other programs and that it is aligned with the vision of the team. The team leader will always have to maintain relationships with external customers, provide feedback, reward properly, and ascertain that tasks completed are effective and meaningful to the position.

Organizations are built out of departments. They are not separated by departments. Even though each department has a specialized area of expertise, each area would not exist without the other. At the same time each department is run with the others simultaneously and can not always be effective without the help of the other departments. In this new conceptualization the organization is built out of team members. Even though

each individual is responsible for their own duties in their position, they are also responsible for their individual team and at the largest level the organization as a team. The employees role as individual will be to understand relationships of systems within the organization, be creative, be responsible for meeting objectives and learning from own feedback. The employees role as team member will be to participate in decision making and provide quality service behavior to both internal and external customers. Their main objective as a member of the organizations team is to believe in and follow the vision. They should be providing quality service. The organization now can be defined as a team. The team needs to be strong and the most flexible.

Team leaders role will be to create change for the growth of the organization. They should do this with a collaborative attitude. They need to take a problem solving stance. This includes: confronting differences and sharing ideas and information with control agents and team members, search for integrative solutions, finding situations where all can win, seeing problems and conflicts as challenging.(Morgan, 1987) Their other responsibilities include: to tangibilize the vision through behaviors, they need to walk their talk, help establish relationships with guests (external customers). They need to work the front line from time to time. This will keep them in constant contact with customers and give them a chance to grow with their employees as they change. Also, to the understand the changing needs of their customers. If management is in contact with customers and a team has a proposal for a new guest service, team leaders will accept it easier because they understand their customers and their employees.

A small hotel for instance will have a few small teams but to succeed they all need to operate as one large team. The hotel may have a front desk staff, housekeeping,

maintenance, and possibly a restaurant staff. Excluding the management and some maintenance positions all of these jobs are front line positions. Without these people the hotel would not exist. More importantly without these people working together the hotel would not succeed. Front desk tells housekeeping what rooms are vacant and need to be cleaned. Maintenance is available when housekeeping is cleaning a room and the ceiling fan is loud or the toilet is running. Housekeeping tells the front desk what rooms are ready for the guest to occupy. Front desk tells the wait-staff what guest has a birthday so someone can go buy the guest a card or a cake at lunch. The night front desk crew tell the morning front desk crew about a guest that had a bad night so as to accommodate the guest properly if it could not be done at the time of occurrence. Each team relies on the tasks of every other team member to be completed effectively and properly.

All of this communication is essential to the workings of the system. The performance of the team depends on the individual team members performance and how cohesive the team is together. Self managed teams are more effective if they are self directed, motivated, and focused of their vision.(Peters, 1994) At the same time, not everyone in the organization realizes the true depth of every task that is completed in every area.

In an ideal situation all employees should be cross-trained in every team area of the organization. In a hotel the front desk is trained in housekeeping and wait-staff, and what they do all day. Housekeeping should be trained on front desk and wait-staff to understand the paper and people side of the system. They should all become familiar with back of the house positions, including accounting and sales. Each employee may not like the other positions or they may like them better than there original positions.

What is important is that they understand how all of the departments interact and depend on each other for the success of the whole. This understanding of the system is what will create a true team environment. Through the strength of the teams, internal motivation can be optimized. At the same time, the organization as a whole will be successful.

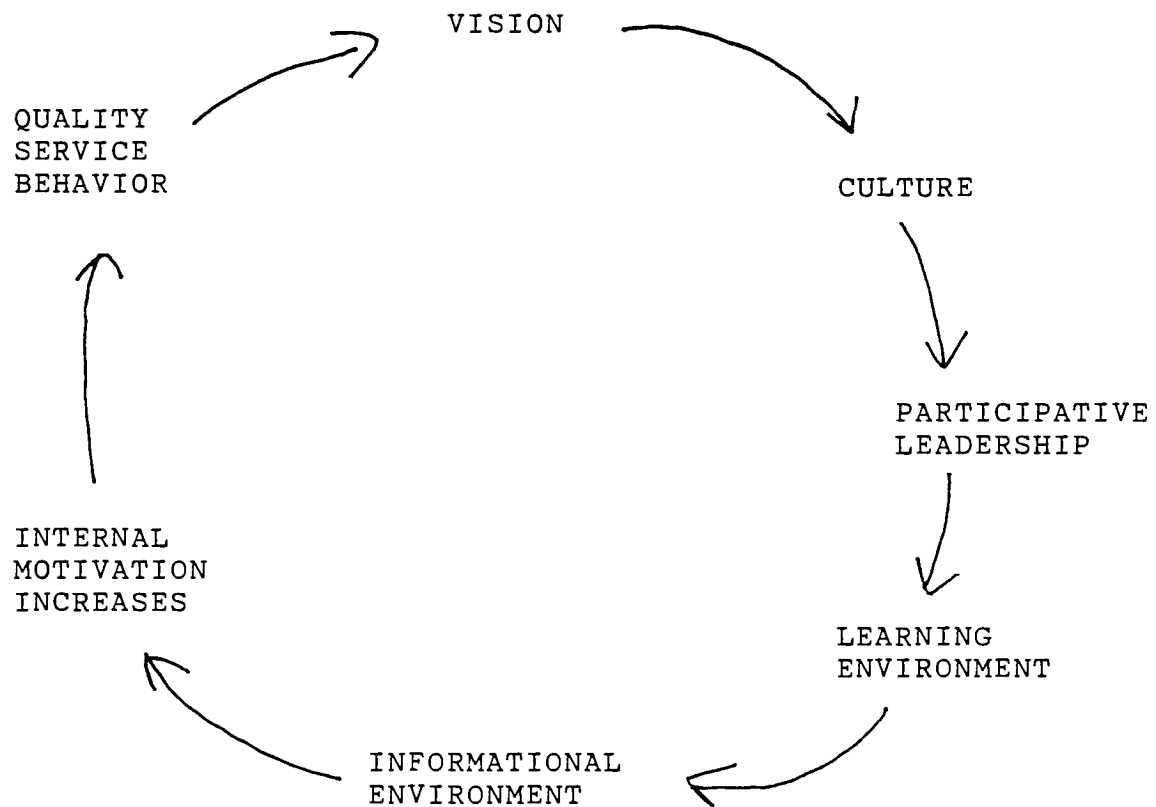


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Figure 3.4 An Internally Motivated Organization

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## **CHAPTER FOUR: Gaps between the current situation and the new conceptualization.**

It is obvious that the new conceptualization developed in chapter three will be difficult to implement given the current situation in chapter one. The changes are drastic. Individual management styles and points of view are conflicting. Each new concept creates a gap between it and the current situation which distances the model from being implemented.

One of the major barriers to implementing this model is that some people just do not like change. They resist change and this can be a source of functional conflict.(Robbins, 1994) In an existing organization employees will fear change because they may be comfortable with the existing structure. Some people set up a daily routine and find security in it. Employees find comfort in stability. With change there are also economic fears. If pay is closely tied to productivity, people will not be able to perform the new tasks or routines to their previous standards.(Robbins, 1994)

Along with the human resistance to change, there is also organizational resistance. "Organizations are made up of a number of interdependent subsystems. You can't change one without affecting the others."(Robbins, 1994) The model allows employees to be empowered and encourages autonomous decision making for the individual and eventually as a team. These new concepts must be implemented throughout the entire organization to maintain balance and team cohesiveness. There is no reason why every aspect of the organization can not be a member of a self managed team. Everyone in the organization needs to be a member of a team to help enhance the three psychological states that are required to increase internal motivation.

In order to increase worker satisfaction, organizations can not just take away those conditions that are not satisfying. They are not opposites. An alternative approach that has proven to be successful is to remove the barriers or elements that act as "dissatisfiers" from the environment.(Deming, 1986) By restructuring the organization and implementing self managed, empowered teams, the elements that act as dissatisfiers, such as trivial tasks, are not regarded as an important part of the daily work. The level of quality in their completion is still important, but they are not as dissatisfying.

The beginning of the model emphasizes the importance of culture. This is the first step to educating the new "team members" about their changing roles in the organization. The model does not address a specific training process. It does mention the initial initiation to empowerment, at first as an individual and then as a team. This in itself may create a gap within the new model, by just changing from as empowered individual to as empowered team decision maker. The employees will have just begun to appreciate their new role. Then it will be combined with their co-workers. This may create conflict between co-workers who should be acting as team members.

An alternative to this would be to implement a learning process that shows the role of each team member as they grow withing the organization. The first level of the learning environment will show them that this will soon evolve into a team informational environment. By initiating this open communication of the whole picture, each team member will better understand the vision of the organization. Hopefully, they will appreciate the time that is involved to create the vision. This could help to establish a bond between the leaders and the team members from the beginning.

In the hospitality industry change is a part of the daily activity. Every aspect of this

model is aligned with learning, and learning to adapt to this continuously changing environment. Tom Peters suggests "if it ain't broke, you just haven't looked hard enough. Fix it anyway." (Peters, 1993) Change can be exciting and motivating. The alternative to this gap is built into the culture and learning environment of the model. It begins with the organization leadership. Before the team members are introduced to the whole vision, the leaders need to be introduced. They need to understand the difference in perception between a job description as a manager and their new role as a leader. Emphasis on the importance of this new role is a must.

A main gap that has surfaced in the paper is the role of leader versus manager. The change from management to leadership roles will be a gap that some people will resist. Managers may think the change is a threat to the power they have established. A conflict that is within the new model is that existing managers are given the new role. It is just as important for the control agents to be motivated as it is for the team members. They need to understand their new role and know that they will be supported and not penalized for their new decisions and actions. Another conflict is that existing managers may not be able to adapt to this new role. Team members and leaders may misinterpret roles and the leaders role will remain as manager. Leaders may also remain at the teaching level. Instead of growing to become control agents and facilitators to resources to their team members creativity, they become dependents of the team members and continue with skill development for too long. In this way the leaders are not leading or encouraging the team members to think on their own. Too long, may mean that the team members will be reluctant to empowerment and future decision making.

An effective leader may rise right from the front line during the individual level of

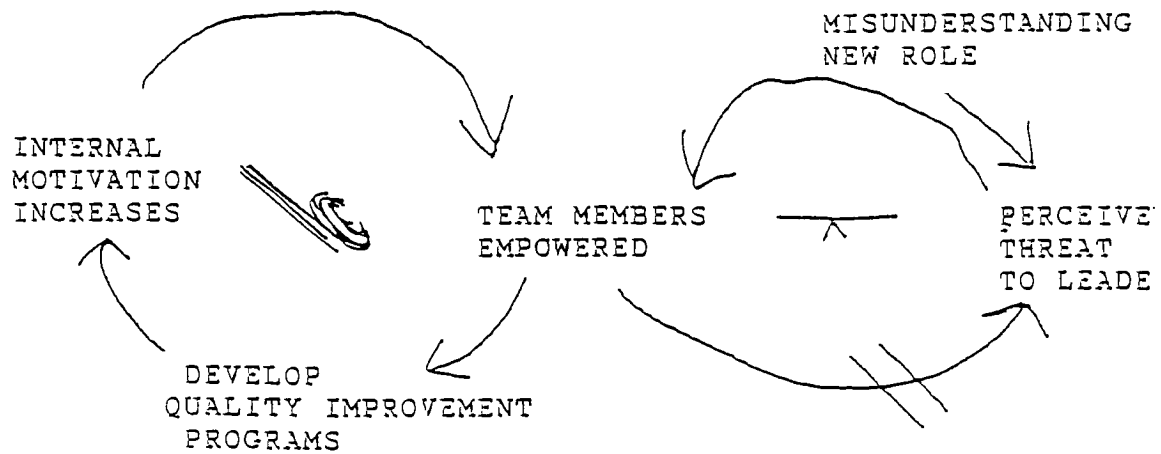
being introduced to empowerment. Team leaders should be aware of shining new leaders throughout every level of the model.

The model that follows illustrates the conflict between leaders and managers.

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Figure 4.1 Leader vs. Manager

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Growth is another gap. If it is neglected it will become demotivating. Especially when the self managing teams are established. "People have a need to be the agents of their interaction. People strive to be the origin of their behavior."(deCharms, 1968) In an empowered, team oriented environment this will create a gap within itself. Leaders will rise in each group that are not "the leader". The team members will recognize them and with the closeness of the team, allow that individual to become the "internal team leader". The individual team leaders need to recognize this and support it. Top leaders also need to be aware of this and support the team leaders so they do not feel threatened. Even though everyone is working towards a vision and empowered to do so, a competitive conflict may begin where everyone would strive to be the leader. At the very least, this would cause tension between team members if more than one person in the team is a strong leader. This gap will become demotivating and destroy team cohesiveness.

While working together can be motivating for some, it can also be a dissatisfier. Some people just prefer to work alone. If an individual is not satisfied with the organization because they prefer to work alone their dissatisfaction will corrupt the teams effectiveness and decrease motivation.

A structural gap applies to the theory and methodology of the study. The Job Characteristics Model originally outlined in chapter two does not apply to the current situation because it was created with a sample of individuals that were members of "enriched jobs". In front line positions the majority of time currently being used is occupied by completing tasks that are assigned. In an "enriched job" tasks would include empowered, autonomous decision making.

Another gap refers to the culture of the new conceptualization compared to the current



situation. At the beginning, cultural behaviors will seem more important than values because they can be seen and modeled. It is critical that in this new model where all employees are free to think and act, that new recruits do not receive a negative impression of how to act in the organization. What if team members begin to take advantage of the system? "Strong cultures with practices that do not fit a company's context can actually lead intelligent people to behave in ways that are destructive, that systematically undermine an organization's ability to survive and prosper." (Kotter and Heskett, 1992) If new recruits are learning from individuals that are "destructive" a control agent to prevent team members from organizational sabotage needs to be implemented. The control agent also needs to ensure that the culture is aligned with the organization's vision.

Currently there are written values in the form of the company philosophy or policies that help to define an organization's culture. During training this initial purchase of the vision by the employee is not always done. Training is usually focused on task and skill development. The first part of training should be spent discussing the values and vision of the organization. Once the new recruit has bought into the vision all training should reinforce the principles of the vision and culture of the organization. "Holding onto a good culture requires being both inflexible with regard to core adaptive values and yet flexible with regard to most practices and other values." (Kotter and Heskett, 1992)

Another gap between the current perspective and the modeled perspective refers to creating meaning through the job. In the hospitality industry the tasks that are completed are trivial. They are usually very routine and become monotonous. "When work is seen as trivial then internal motivation is unlikely to develop." (Hackman and Oldham, 1971) The real gap is the level of perception of what is trivial for each task. To a new recruit

each task that is introduced is going to be important. With every new task the level of importance of the original tasks will decrease. The level of motivation to want to complete those tasks will decrease as the amount of new knowledge of the job increases. Given this, the trivialness of each task will fluctuate as the team member becomes more informed with the job and matures with the organization. When the organization evolves into the team level and team members are given the authority to make decisions the original tasks still must be done effectively. In the front line area these tasks are always present. Even when the teams exist, everyone will still have to complete the daily work.

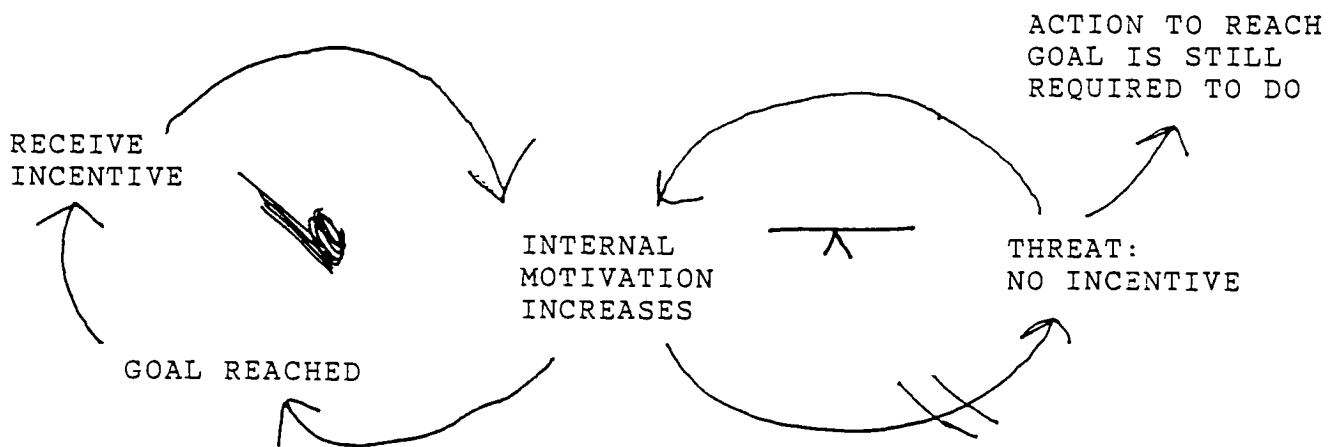
If the team leaders set up short term incentives to reach short term goals as in the current situation another gap will occur. They may be long term goals for the bottom line, but once the incentive is reached and the reward is received the action needed to be accomplished to reach the goal still becomes a part of every day activity. The probability of motivation decreasing will be higher once the reward is received. The internal motivation used to complete the additional workload was only felt until the reward was received. Now the action is considered a burden because it is only another thing that needs to be completed. In the current situation employees will feel this decrease in morale. They are less likely to be motivated to complete a task that at one time they had received a reward.

The new model does not address reward systems. The environment of the new conceptualization emphasizes continuous learning and improvement for the individual and the organization. The motivating feedback thus far has come from the task and the leaders recognition of a job well done. Any extrinsic reward that is developed should be aligned with goals and vision of the organization.

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Figure 4.2 Improperly Aligned Incentive Programs

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Extrinsic incentives should be created to promote long term motivation, so that every task has some level of importance or meaning to the individual. Team members should be rewarded not for reaching specific goals, but for participation and successful continuous improvement actions.

In the current situation a major demotivator occurred when the departments goals conflicted with each other. In the new conceptualization the self managed teams will set goals as a group. The team leaders will become control agents to ensure that goals are properly aligned with each other and the vision of the organization. As a group they will decide how to reach their goals. Once they reach a goal they will set a new goal, while the original goal is still a part of everyday activity. They will decide how to reach the next goal. With each rotation the members are continuously learning and gaining new knowledge. The addition of these activities will not be demotivating for the members because they will be receiving feedback from the task and increasing meaning to the job.

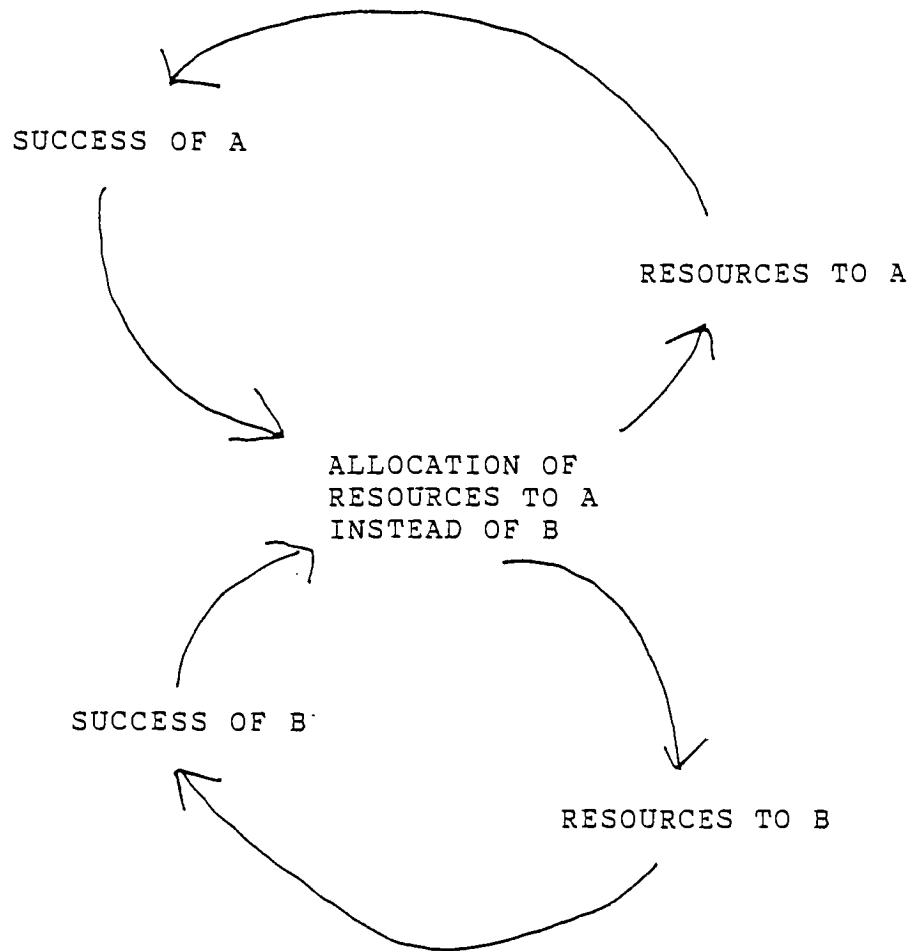
In the informational environment where the team members have the control, they are also enhancing meaning and responsibility to the job.

Organizations can not be expected to monitor or provide for every individual employees psychological state. Every employee has and works for different desires. The tasks need to be created flexible and changeable enough by the team members so that they can optimize their individuality, autonomy, and skill to complete the task. It is difficult to monitor how much recognition is needed per individual from the leaders. If they are "supervising" work to ensure error free performance, this will destroy employee motivation. This creates a gap between the new and the old paradigm. The model that follows this page illustrates the gap of conflicting goals.

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Figure 4.3 Conflicting Goals

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Team leaders from a leaders perspective must trust their members decisions, support them, and provide feedback. Leaders must be careful not to fall into an old management style of correcting mistakes when there is an error. They need to find the source of the error and decipher with the individual how to solve or not solve the problem.

Feedback creates another gap. Not all tasks that are completed in the hospitality industry give feedback from the job itself. Even though the individual may have completed the job successfully it is difficult to feel good about completing a trivial task. This may demotivate some team members and they will be unwilling to continuously provide quality service. The alternative to this is the personal appreciation of the reaction of the customers when providing a quality product. "The motivational payoff of enriched work has more to do with producing excellent product and services than with producing a lot of them."(Hackman and Oldham, 1971) Team members will have to appreciate the job for itself. In the hospitality industry this refers to having every moment of truth or customer expectation be a quality experience. It is important to recognize that feedback from the tasks will may not be immediate. The individual may not feel appreciated until after a guest has had the experience. Even then, a satisfied customer may not recognize a job well done.

A negative aspect that studies have introduced in the literature review is that "employee motivation approaches that emphasize extensive worker autonomy to foster personal growth environment may be unproductive even if employees articulate self realization as their goal."(Sullivan, 1994) So, there is a possibility that the empowerment and the learning environment may prove to not work at all. It seems that throughout all the motivating efforts in this model there is no room to be productive. No one said

change was easy. It may be exciting, but it will take time and the effort of everyone for it to be continuously successful and motivating. The new conceptualization does not address the individuals setting goals to find self realization. In the continuously learning environment they will strive for this. Senge, 1994 discusses "Personal Mastery". The section is discussed in the next chapter. It is an important element for leader development and individual development. At the present time it is a limit to this study. Although further research on this topic may prove to shed more insight on individual self development and the relationship with internal motivation.

## **CHAPTER FIVE: Action strategies to eliminate the gaps.**

In order to effectively implement the new conceptualization, action strategies need to be developed to eliminate the gaps between the current situation and the new conceptualization. These action strategies actually become apart of the system, acting as control agents or buffers to system sabotage. Once implemented, the new model will be a working representation of a successful organization that can continuously foster internal motivation and remain quality focused.

An underlying action strategy is to recruit team leaders that truly believe in the visions and the team members. They must also have the patience and understanding to keep the vision a main focus throughout the life of the organization. Leadership is an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes.”(Rost, 1991) The leaders enthusiasm and motivation needs to be strong and stable so it will become contagious throughout each member of the team. From here the leaders are coaches and providers of the necessities the employees require and have the freedom they need to create the experience with quality service. “No coach can make a difference unless the player has an intrinsic desire to achieve something.”(Senge, 1994) The first task of the coach is to be a model with your own behavior. “The leaders need to foster pride among the team members and be intolerant as possible of arrogance in others and themselves.”(Senge, 1994) On an ongoing basis, everyone must hear the voices of customer complaints. Not for punishment but, to keep informed and to realistically assess their strengths and weaknesses. They need to lead in the service of others.(Senge, 1994) The team leaders should also, be on the look out for internal leaders that will grow and develop from the experience.



The first addition to the system is to implement a training process. The training process is a very important part of the stability of the system. In the current situation, everytime an employee is hired there is conflict with the system and with co-workers until that individual learns the "correct behaviors" and perfects the skills needed to do the job. It will take time and will be costly. In the long run it will be beneficial. It may prove to decrease turnover, be a pro-active approach to eliminate initial conflicts, promote job satisfaction and increase internal motivation.

It is essential that each new recruit understand the importance of the vision, the behaviors necessary in the culture, and the type of personality the organization has. The new team members should be involved in an orientation to visualize the vision of the new conceptualization. It is important for them to understand that the vision is a real and working part of the system, and that every decision a team member makes stems from the vision. The orientation will also include an overview of the culture. Once they understand the vision the culture should be easy to visualize because it should represent the vision. This will be the first step to help create meaning of the job. It is important for team members to recruit individuals that will "fit" with the personality of the organization and the team. It is easier to teach a skill to someone that has similar values than to attempt to change someones values and beliefs that is already aware of the tasks.

The training process will then turn to the structure of the organization. The new team member will be more comfortable and adapt easier to each level of the model if they understand what is going to happen at each level from the beginning. First they will begin learning tasks with their team and work closely with their team leaders.

Ideally, each team members should be crosstrained in every department before deciding

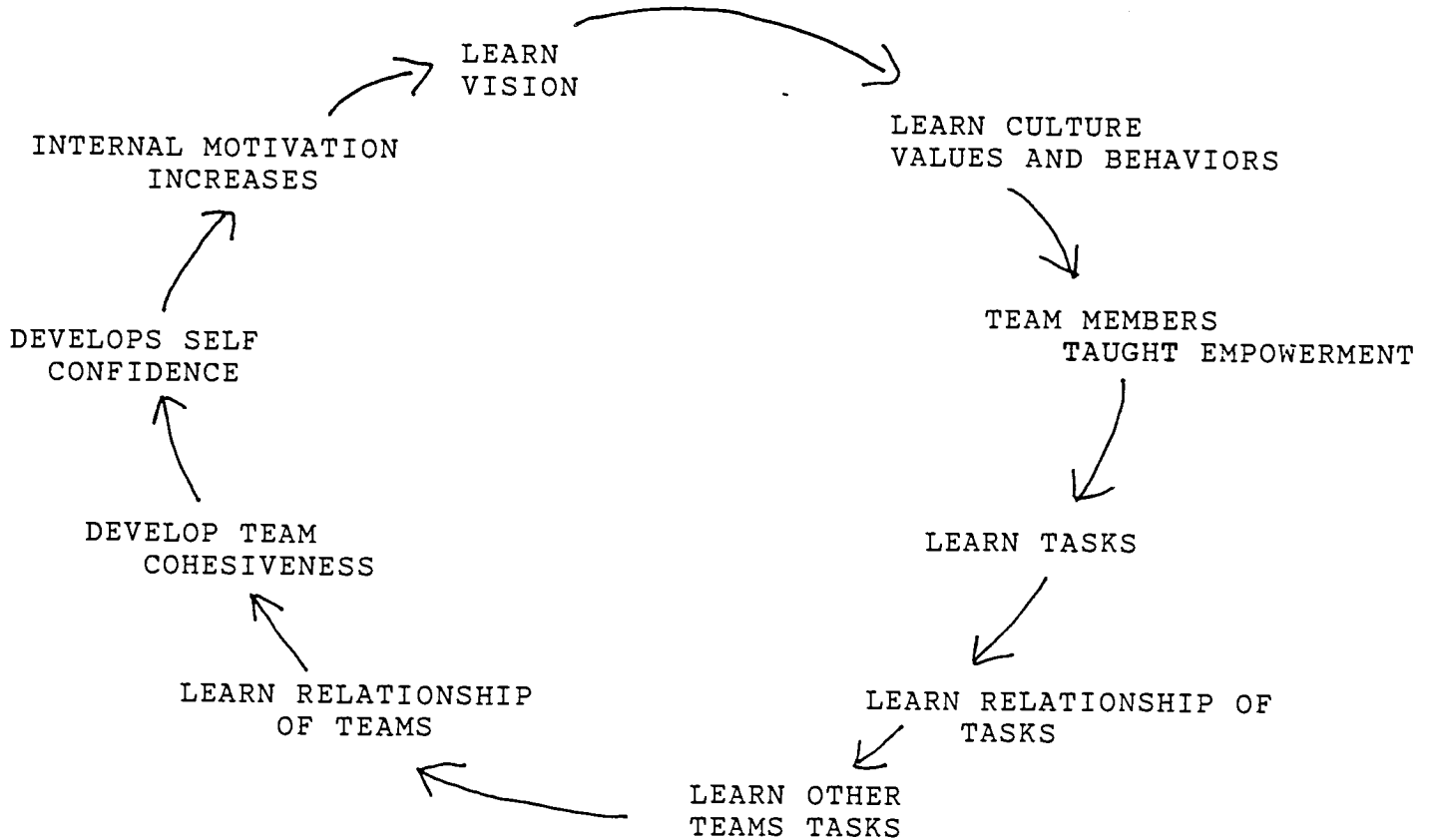
what team they would like to be a specialized member of. For the sake of the whole team each team member could only be a member of one team the organization. Each individual team would dissolve and turn into one large team. Each separate department would be referred to a single task in the organizational team. Each individual team member would be scheduled as required in each area. This would rotate on a regular basis.

An illustration of the initial training process is on the following page.

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Figure 5.1 The Training Process

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Once they have the basics down and understand the department they will then be introduced to every other team. They may spend a half of a day or a whole day shadowing a member of each individual team. When needed, each team member should spend time in other areas to reinforce the differences and relationships of each team. By doing this they will have an idea of how each team is related to the whole team, the organizational team. It will also show the importance of each task within their own area and how it effects the other teams ability to complete their job successfully. This will help to create meaning and a feeling of responsibility of the job. The most important feeling at this point is team building. By learning the other areas and the relationships the cohesiveness of each team will grow stronger.

The new recruit should be encouraged to be open and be critical of feedback from team leaders and members. At the beginning there will be a balance of positive and negative feedback from leaders. This is because the individual will be introduced to what to do and what not to do. The amount of communication and feedback is important at this level because the individual will be developing their self confidence to this new environment.

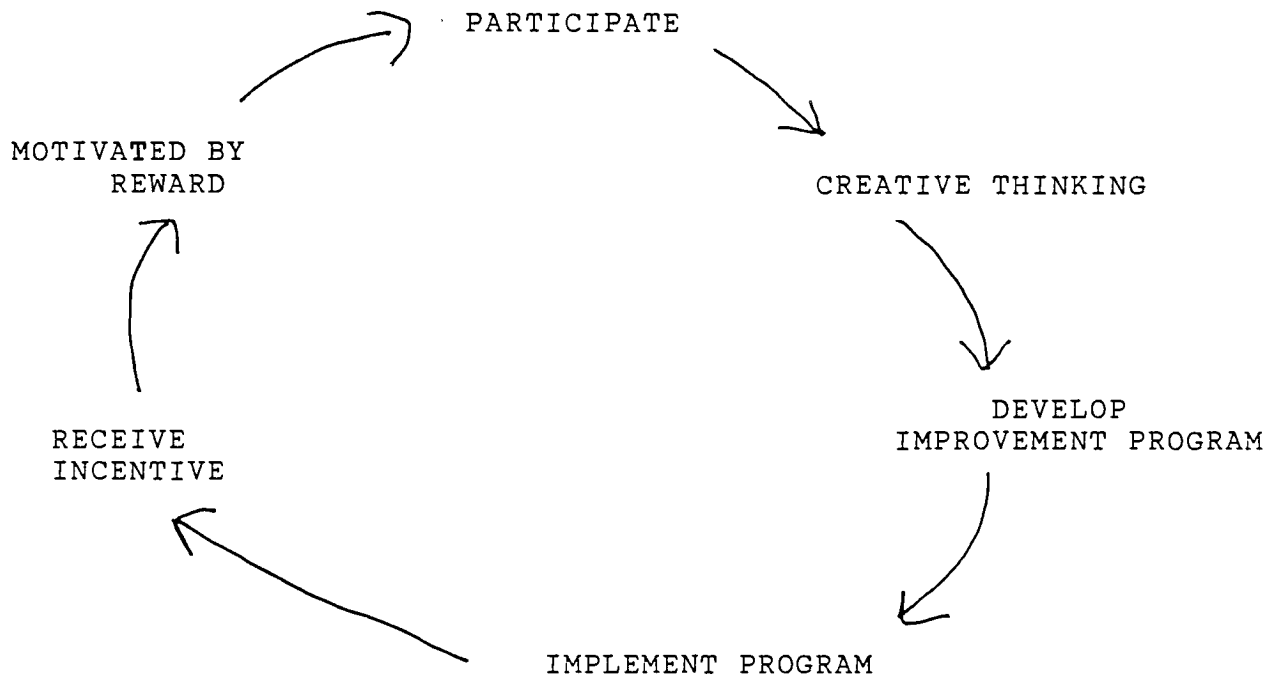
Another action strategy will be to provide a participative incentive system.(Peters, 1994) A consistently motivated individual will continue this activity because now it has a meaning beyond the excitement of receiving the extinsic reward. If the task holds meaning to the individual it will remain motivating for that individual.(Farr, 1976) Maintaining meaning is important to the pay and incentive system. To continue the motivating effort a participative incentive program should be developed. Incentives should not be developed to reward short term goals. Team members should be

recognized for developing and implementing successful continuous improvement actions. Individuals should be rewarded for participation. The base amount of participation that is expected should be decided and understood by all of the team members. The following page illustrates the incentive by participation system.

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Figure 5.2 The Incentive System

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Ideally, it would be beneficial to have a participative pay system as well. The system will be to handle a participative pay system after the self managed teams have matured. Even then the teams should be able to decide what they prefer. Each team may appreciate a different method desirable to their working conditions.

We could assume that the job characteristics model if altered, so that it is not restricted to only one position in the organization but, broadened so that it outlines the structure of the whole organization. Here, goals from the leaders are aligned with each individual departments goal and honor the quality service behavior vision. The most important aspect of the job characteristics model is not the combination of tasks, but how they are distributed and the level of autonomy that is allowed. The greatest alternative of all time is one of creating a continuously learning and growing organization. Where first a task may seem trivial but freedom to create allows for increased confidence to challenge the problem and take risks (whether it is moving an obstacle or deciphering a new way to take a dinner reservation). Conquer a challenge and it becomes apart of every day activity. After the individual conquers the challenge they will move on to next level and the next challenge.(Deci, 1975) The tasks created need to be flexible and changeable enough for the employee. Just enough so that the employee can optimize his individuality, autonomy, and skill to complete the task. The acceptable level of empowerment capabilities should be verbalized. For instance, an employee should know that it is acceptable for them to adjust a guests bill if the circumstances are substantiated. Even if they have to comp the entire experience whether it is dinner, a nights stay or new piece of merchandise. The extremes should be known and then allow the team member to make the decisions.

In the hospitality industry, conflict is a part of everyday activity. Although this model may be able to remove some of the dissatisfiers of the job, problems will still arise. In order to deter any sabotage to the system the next implementation is the addition of control agents. Individual team leaders will become the control agents, and delegate other authorities to the maturing team members. Basically the team leaders will have to take a proactive approach to their decision making. They should be doing this already. They know that every decision and action their team makes will effect something else. They also need to be aware of disgruntled team members. A bad attitude is as contagious as a smile. In this ever changing and people intense atmosphere low morale is like a cold, everyone gets it and it takes a while before it goes away.

Other control efforts include being aware of decisions that other teams are making, processes they are implementing and how they will effect their team. It is be similar to a S.W.O.T. analysis. It is a internal and external assessment of the environment withing and around the organization. S.W.O.T. stands for strenghts, weaknesses, opportunities and threats. The control agents will measure their strengths and weaknesses within their team (internal analysis), and assess their opportunities and threats of other teams(external analysis) in the organization. In this way they are aware that problems will occur and look for them. Not all problems are bad. In some cases the control agents will be assessing their teams weaknesses and determining how the weadnesses can be turned into strengths. This type of control will also be brought to the organizational level to assess how any change will effect the system as a whole. The teams leaders and the control agents need to work together to ensure that their team members goals are aligned with the vision of the organization. A type of buffer, especially for growing team members



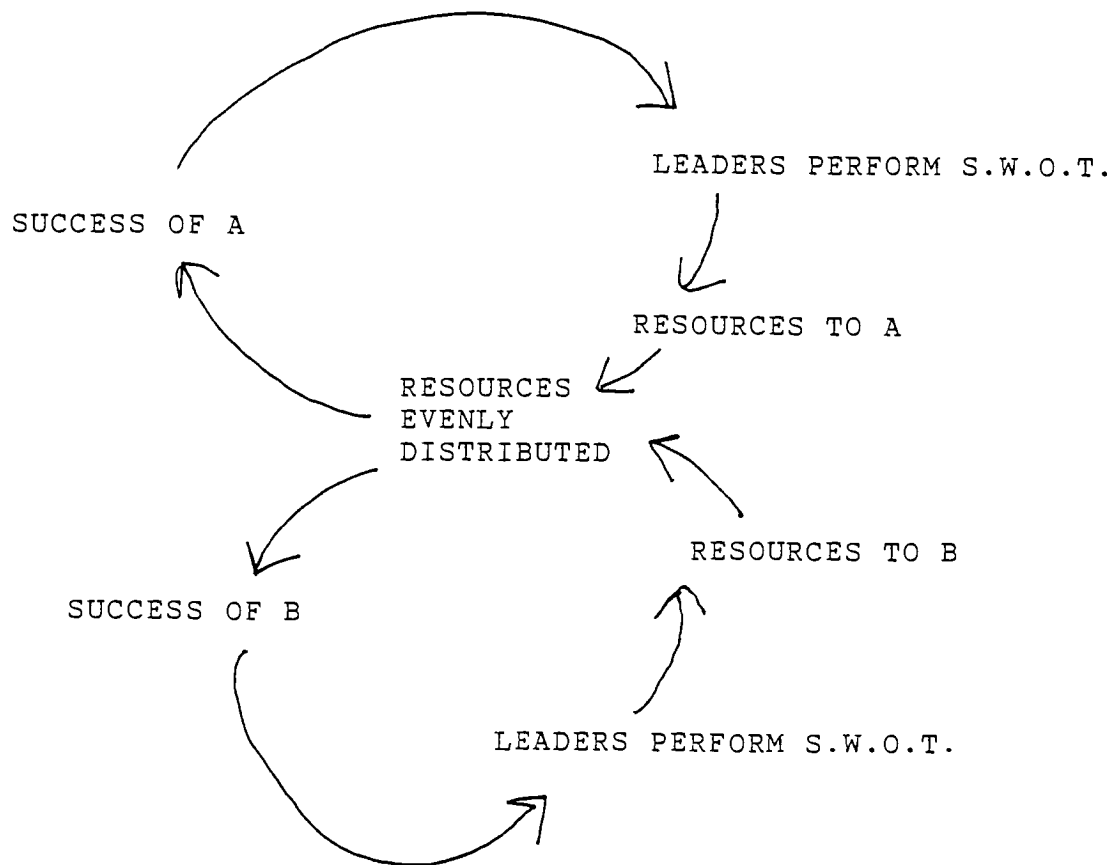
may be to have one goal for the team, which will be closely related to the vision. From this goal allow the team to develop sub-goals or processes that will act as a means of obtaining the original goal. These "sub-goals" will be ever changing. In some cases, once a goal has been reached, the action to achieve it should become a part of every day activity. By doing this the team members are continuously learning individually, as a team, and improving the organization.

The role of the control agents is illustrated on the following page.

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Figure 5.3 Control Agents

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The informational environment developed in the model emphasizes giving control to the individual team members through empowerment and the self managed team. By doing this the impact of trivial tasks on the individuals internal motivation is decreased. The dissatisfiers are not seen as a major part of the daily work. "Work that is not very significant or important in an absolute sense can still be meaningful to a person if doing that work taps and stretches the performers skills and talents."(Hackman and Oldham, 1971) When the team members begin to focus on new improvements and are able to implement their own creative thinking they will be internally motivated to complete the tasks that are required of them and the new tasks that they create. "We establish values, controls and knowledge through interaction with the environment, and this information further interacts with growth needs to affect motivation."(Sullivan, 1989) The team leaders need to establish the vision to become working part of environment so a trivial task will seem as a part of the environment or have meaning to the individual because it will count in that persons system of values.

By implementing an informational environment it seems that a shifting the burden archetype is developing by increasing autonomous thinking the boredom of trivial tasks will decrease. Since the tasks can not be completely taken away, empowerment may just cover up the problem. At the same time this may limit the growth of the system. In order to prevent these catastrophes another type of control agent will be added to the model. This action strategy is a listening environment.

The organization has already provided its members a physical place for creative

thinking and team discussion. This listening environment will be implemented in this area. As outlined in chapter four, it will be informal but treated seriously. The training process will include a lesson on how to listen. This listening may occur during the team meetings or may be a private discussion between members of the organization. It is available to increase the understanding and awareness of individual points of view of the system. It is created to increase the team members comfort with the organization, ensure that they can be open with any problems or just to decipher how to handle a problem that is at the individual, team, or organizational level.

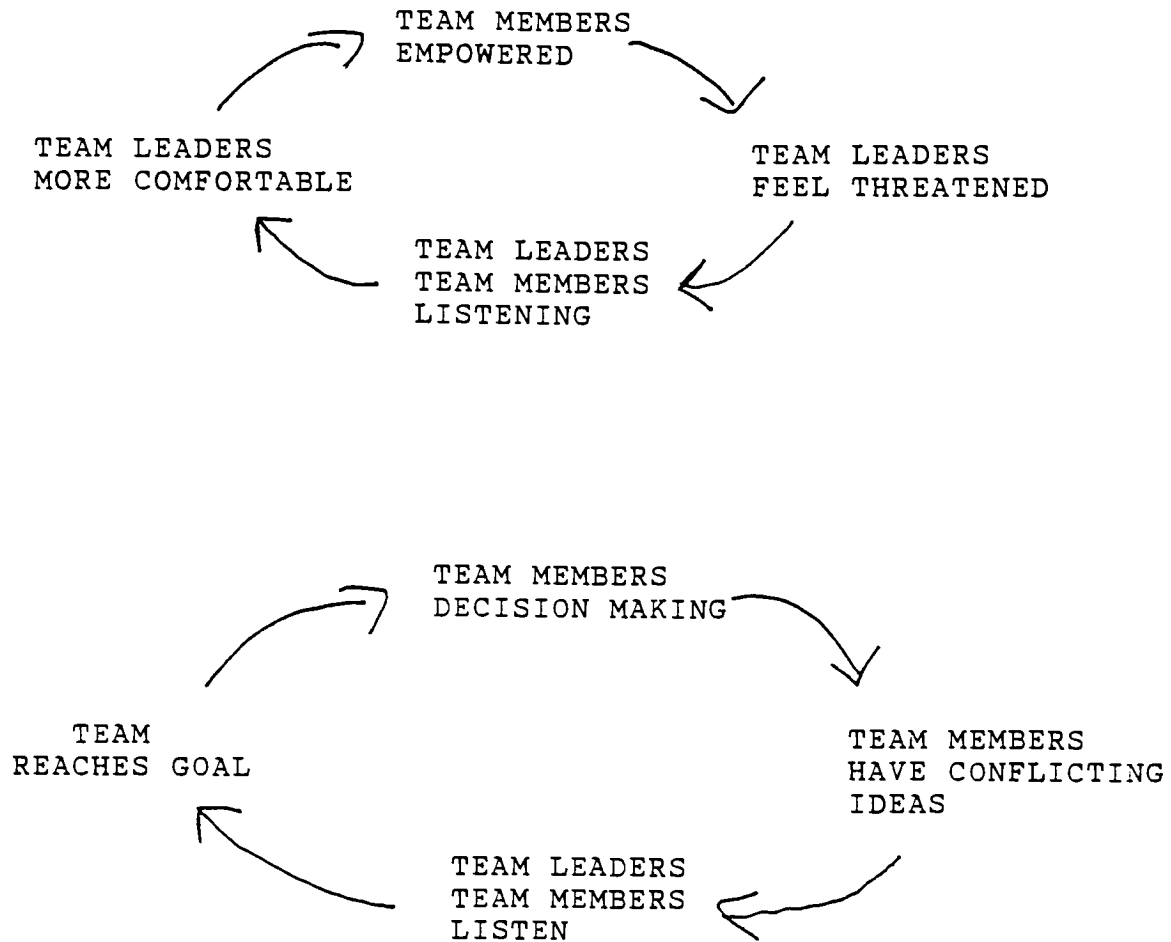
It should be made clear that it should not become a gossip session. Although, if rumors are popular they will interrupt the cohesiveness of the teams. The leaders as control agents need to be aware and take action as to eliminate this problem. By no means should it be referred to as a counseling service for personal problems. Team leaders should be alert for changes in the team members that may be related to external problems. Even then they should only suggest a confidential and professional counseling service.

Team members should always be aware of current information and statistics of how well they are doing. This will promote individual and team involvement and lead to increased participation. In order to do this a measurement system needs to be added to the model. Top leaders should develop an internal and external "comment card". Marriott has an elaborate system for their comment cards. The statistics that are used to "grade" a property are taken directly from the percentages of the separate characteristics on the comment cards. All of the comment cards come directly from the guests. Who knows better than the guests on how the organization is doing?

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Figure 5.4    The Listening Environment

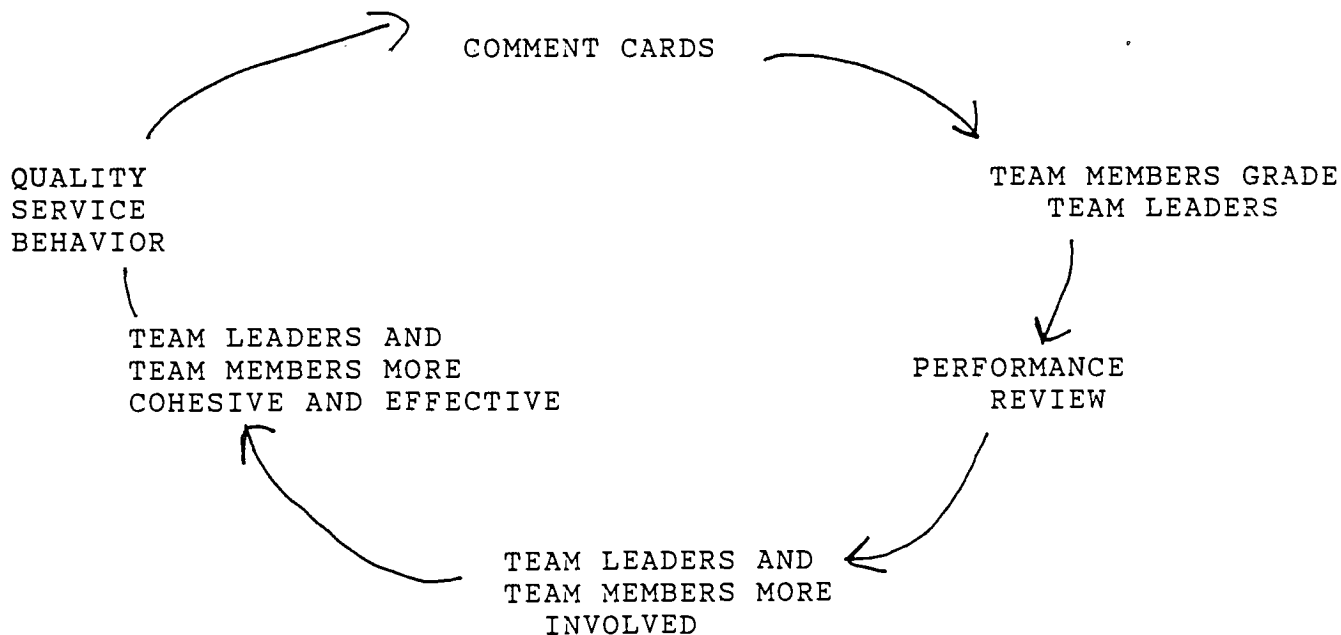
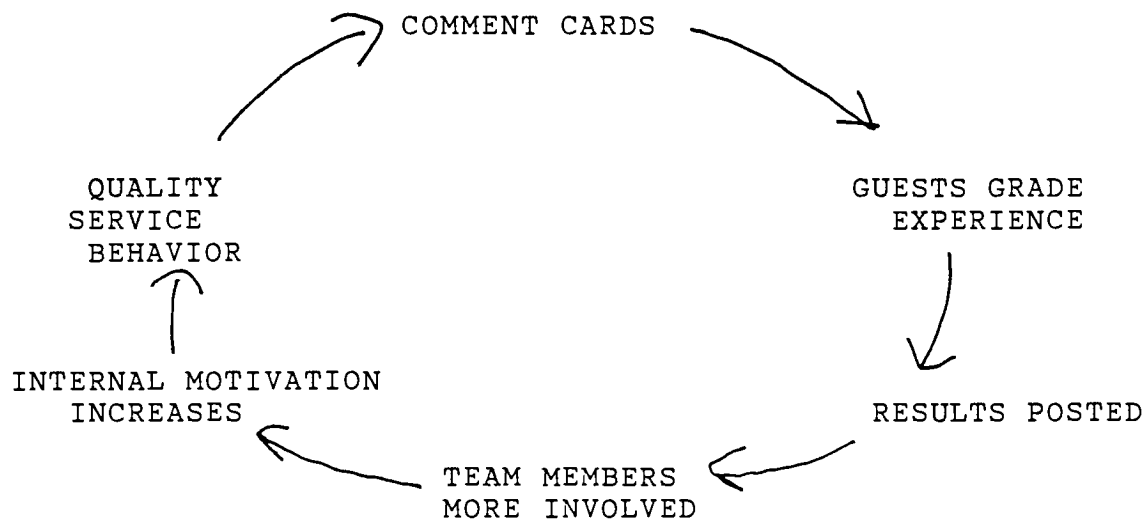
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Figure 5.5 The Measurement System

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A comment card for the internal customers should be used as well. In this model the team members are the customers of the top leaders and especially the team leaders. Who knows better than the team members (currently the front line) on how the organization is doing? The internal comment card could also act as a percentage of the leaders performance appraisal. In order for the team members to remain aware of how they are doing and what areas they need to improve on these statistics need to be displayed. They could be displayed in the teams creative thinking area. Even goals and the steps needed to be completed can be displayed as a checklist. When each step is completed it is checked off on the chart. Everyone will know how the project is developing, in their own team and the other teams.

The model does not address performance appraisals. In this environment they should be an important aspect and taken seriously. The expectations should be in terms of continuous improvement targets.(Peters, 1994) In this model is an element of the measurement system. Individuals should be encouraged to move above and beyond the average job description. They should be encouraged to take action in areas that require more difficulty. They should challenge themselves to new tasks and new learning. With the understanding that there are no bad solutions because they will not be penalized, their decisions will be acknowledged for continuous improvement.(Peters, 1994) The appraisal should also include team participation. A percentage of the review should be by team members as well as control agents and team leaders. Depending on the cohesiveness of the team, and the "reward" for this review there could be some competition. Ideally, everyone will be honest. Realistically, this is not always so. There should never be a

reward provided that would encourage competition that would create a large amount of negative feedback for an individual. "Extrinsic rewards need to be developed for right reasons and granted for the correct goal."(Kohn, 1993)

The new conceptualization incorporates the actions for implementing the psychological states reviewed in the job characteristics model and the new concepts developed in chapter two. The actions strategies described above help to make the model a realistic working paradigm of an organization that fosters internal motivation. There is one other topic that the literature has not touched on. At the same time it reiterates the new conceptualization. Peter Senge developed the concept as one of the five disciplines. It is personal mastery. The model outlines some of its elements. Personal mastery "stems from your ability and willingness to understand and work with the forces around you."(Senge, 1994) The leaders of the organization must believe in the vision and the system. With the same energy they must believe in and trust the members of the organization. The leaders "want not only to increase their own capabilities, but improve the capabilities of the other people around them."(Senge, 1994)

In the Fifth Discipline Fieldbook there is a brief outline of Personal Mastery: Personal mastery involves learning to keep both a personal vision and a clear picture of current reality before us. This he defines as creative tension.

Do not lower vision even if it seems impossible to reach.

Do not shrink back from seeing the world as it is.

It teaches us to choose - pick the results and actions which you will make into your destiny.

"Personal mastery implies a willingness to invest what is necessary to create an



environment that helps employees become high quality contributors.”(Senge, 1994)

Personal mastery does not have to be the only the top leaders main objective Their efforts towards this goal will be seen in their behaviors and modeled by the team members. Their actions can be discussed in the learning and listening environment. Personal mastery is a “creative orientation to life: articulating a personal vision, seeing current reality clearly, and choosing: make a commitment to creating the results you want.”(Fritz, Senge, 1994) Through the informational and listening environment of the model, the team members are working towards this goal. They are given the authority to make decisions. If the leaders are effective in selling the vision, the team members will make a commitment to continuous learning and improving. The leaders vision now becomes a shared vision throughout the organization.

“Personal mastery efforts depend on setting aside the assumption that people are primarily motivated by money recognition and fear. Instead you must assume that in the right atmosphere, people will contribute and make commitments because they want to learn, to do good work for its own sake, and to be recognized as people.”(Senge, 1994) The self managed teams help to offer support, feedback and initiate creative thinking. With every creative thought, choice, and accomplishment the team members level of internal motivation will increase. “In an empowered environment, when people feel responsible for the outcomes about which they receive positive competence feedback internal motivation increases.”(Sansone, 1987) The increase in motivation can be seen when the teams are working together. Especially when they are bouncing creative ideas off of each other and determining how they will implement their ideas and make them a reality. The level of internal motivation should also be seen even more so, when the

team members are actually implementing their own ideas into the system of the organization. The complete new conceptualization of the organization that fosters internal motivation is illustrated on the following page.



The entire organization is built of relationships between each team member, the individual team areas that form the whole service experience, and the environments around them. The leaders provide support and resources to new information. The environments around them help to maintain balance and to provide a continuous learning atmosphere that will enhance the teams success. The cohesiveness of the teams and their autonomous, creative thinking will increase and maintain a consistent level of internal motivation.

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